

Report on sexual harassment prevention and handling in Denmark

- part of the European ASTRAPI project -

FIU-Ligestilling is a partnership between five Danish Unions, including The United Federation of Danish Workers (3F) and The Danish Metalworker's Union (Dansk Metal). FIU-Ligestilling develops and offers education, courses, conferences, dialogue meetings, and network activities that all aim at creating more equality and diversity in the labor market.

ASTRAPI is a European project, started in 2019, which aims to develop new strategies, training methods and tools to prevent sexual harassment in the workplace.

FOREWORD

This report was carried out in October and November 2021, by Sabine Thulesen with advice from Susanne Fast Jensen, in order to get an overview of sexual harassment in the Danish labour market. Data and knowledge have been collected during the ASTRAPI project, especially since autumn 2020, by Susanne Fast Jensen.

The report summarizes legislation and regulations, describes experiences and good examples of personnel policies and other preventive and coping measures concerning sexual harassment, and presents a number of recommendations for new measures.

The report is a "country report" carried out by the FIU-ligestilling in the ASTRAPI project, in which five other EU countries are also participating: Bulgaria, Greece, Cyprus, Spain, and Belgium. The contents of the six country reports are analyzed with the aim of formulating recommendations for the prevention of sexual harassment. These may be recommendations that individual countries can use and/or they may be recommendations for the European Commission.

There has been much debate and knowledge gathering in Denmark over the past year about sexual harassment in the workplace. At the time of writing, employee organizations, employer organizations, and the government are negotiating new solutions, including new legislation for prevention.

The report is available in Danish and English. It can be downloaded from www.FIU-ligestilling.dk and <https://astrapi-project.eu/>

The FIU-ligestilling Partnership.
1.12.21.

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METHOD

The purpose of this report is threefold:

1. To present current knowledge and an overview of sexual harassment in the Danish labour market today (part 1)
2. To collect experiences and good examples of preventive and coping initiatives in the labour market (part 2)
3. Based on an analysis of the above, to formulate recommendations for future action (part 3).

The aim is to collect as diverse experiences and ideas as possible from each country, so that the six ASTRAPI country reports can be compared, and each country's approaches and efforts can be read against each other.

In this report, the focus on diverse experiences has been addressed by collecting empirical evidence from different actors and through different methods.

Survey

For this report, empirical data was collected via a survey to which 197 delegates from Danish workplaces in the FH area (trade unions that are members of the umbrella union-organization, FH) responded. These were asked about: Which sector they worked in, the gender distribution in their workplace, what preventive and coping measures are in place in their workplace, and their experiences with and attitudes towards these.

Focus group interviews

In addition, three focus group interviews were held, in which three groups of delegates were asked to share their thoughts on what they perceive to be the main barriers to achieving a sexual harassment-free labour market and – by extension – what solutions they believe are needed to achieve this goal. In line with the requirements of the report, emphasis has been placed on the diversity of these three groups, across gender, ethnic background, religion, geography, sexual orientation, and age.

Individual interviews on two cases: 3F and Dansk Metal

Finally, the internal efforts to prevent and deal with sexual harassment in the two unions, Dansk Metal and 3F, have been described and analyzed.

These two cases provide an insight into the experiences and good practices of Dansk Metal and 3F at an organizational level. This knowledge about Dansk Metal and 3F has been gathered through individual interviews with two key persons. The interview focused on the organizations' policies, internal guidelines, prevention initiatives, and everyday life in the organization. The content of the different prevention initiatives, the reasons for and experiences with their implementation, as well as thoughts on the strengths and weaknesses of each part of their efforts, were uncovered.

About 3F

3F – or the United Federation of Workers in Denmark – is the biggest union in Denmark with approx. 260.000 members who work in the green sector, the industrial sector, the building sector, the public sector, the hotel and restauration sector, and the transport sector.

About Dansk Metal

Dansk Metal – or Danish Metalworkers' Union – is a 125-year-old Danish union with approx. 100.000 members who generally work in the industrial, building, and transport sector.

Additional material

In addition to these three empirical collections, this report draws on studies and research articles - and on the documents and knowledge on sexual harassment that have been collected in the context of the ongoing tripartite negotiations.

Finally, in connection with participation in the ASTRAPI project, FIU-ligestilling has conducted two surveys on sexual harassment – one in 2020, in which 3F's approximately 1,400 out of a total of approximately 4,200 delegates were asked about their experiences with various forms of unwanted sexual attention in their workplace, and a survey in 2021, in which the members of Dansk Metal were asked about their own experiences with various forms of unwanted sexual attention. In the latter survey, 1087 members responded.

PART 1: OVERVIEW - LEGISLATION AND STATUS IN DENMARK

The Danish legislation at the time of writing

Equal Treatment Act

Definition

According to the Equal Treatment Act, sexual harassment is illegal because sexual harassment is discrimination based on sex. The Equal Treatment Act defines sexual harassment:

"any unwanted verbal, non-verbal, or physical conduct of a sexual nature intended to or having the effect of violating the dignity of a person, in particular by creating an intimidating, hostile, degrading, humiliating or offensive environment." ¹

The law distinguishes between intention and effect, which means that if something *is perceived as* offensive, it is, by definition, sexual harassment - even if the offender did not intend to offend. In addition, the above also stresses that sexual harassment can be verbal (language, words, comments, etc.), non-verbal (being stared at or shown pornographic images, etc.) and physical (touching).

What does the legislation cover?

The Equal Treatment Act comes into play if, for example, an employer subjects an employee to sexual harassment and thus discriminates against the employee on the grounds of the employee's sex. In this way, the law regulates the relationship between employer and employee.

In addition, the Equal Treatment Act also states that it is the employer's duty "to a reasonable extent, to provide a harassment-free environment", which means that the employer has some degree of responsibility to ensure that the culture and environment of a workplace is not sexually harassing. But the word "reasonably" makes it a matter of judgement when an employer has done enough to prevent employees being subjected to sexual harassment - both by

¹ Article 1(6) of the Equal Treatment Act

the employer and by others. It is the courts that decide whether employers have done enough.

Revisions to the Equal Treatment Act, January 1st, 2019

On January 1st, 2019, two revisions to the Equal Treatment Act came into force. This was partly after trade unions had lobbied for three changes to be introduced - two of which were adopted. These are:

- **The "tone" of the workplace.**

From January 1st, 2019, and onwards, sexual harassment can no longer be excused on the grounds that there is a casual or "loose" tone in a workplace. This means that comments about an employee's body, unwanted invitations, the showing of pornographic material or the like could previously be excused by saying that this way of behaving was just part of the culture of the workplace in question - implying that the individual had to put up with or expect that kind of behavior in the workplace. But the new addition now emphasizes that there are no excuses for having a sexually harassing culture - no one should feel harassed at work.

- **Compensation.**

It was also decided that the compensation should be increased - the amount of money that can be paid to someone who wins a sexual harassment case. Since the 1980s, compensation had been around 25,000 DKK, or 3,300 EUR, but in 2019 it was increased by around 1/3 to around 33,000 DKK or 4,400 EUR. The increase in the level of compensation will be evaluated in 2021.

The revision that was not passed was about the employer's *indirect objective responsibility*. According to this principle, in the case of sexual harassment, the employer would have had to be able to prove that proper and necessary initiatives to prevent the sexual harassment, had been in place. This addition would have made it even clearer that it is unequivocally the employer's responsibility to prevent sexual harassment in the workplace. The employer's responsibility is at the time of writing, November 2021, under negotiation between the social partners.

Occupational Health and Safety Act

Purpose of the law

The Occupational Health and Safety Act was created to prevent employees from getting injured or sick when at work. Prevention is therefore the primary focus of this law.

The Occupational Health and Safety Act states that the employer is responsible for ensuring that work is planned, organized, and carried out in a manner that is fully responsible in terms of health and safety. The law covers cases where an employee is harassed by another employee or by the employer², and cases where, for example, a citizen, customer, or client sexually harasses an employee³.

According to this law, the employer must make sure that the work is carried out in a responsible manner, which means, among other things, that there is no sexual harassment.

If the Danish Working Environment Authority - e.g., through the annual statutory health and safety survey - finds that there is sexual harassment in a workplace, the Danish Working Environment Authority can either provide guidance to the company on how to eliminate the violations, or the Danish Working Environment Authority can instruct the company to solve the problem either immediately or by a certain date. The Danish Working Environment Authority can also bring criminal proceedings against the employer, which may lead to a fine. However, this rarely happens in cases of sexual harassment.

The employer's responsibility

According to the Occupational Health and Safety Act, the employer has what is called a *modified objective responsibility*, which means that the employer can be punished if an employee violates the Occupational Health and Safety Act by negligently subjecting another employee to sexual harassment in the workplace. But an employer who has fulfilled all duties in relation to what the Occupational Health and Safety Act says employers must do to prevent illness or injury - including sexual harassment - then the employer cannot be punished when one employee subjects another to sexual harassment.

² § 22 on psychological working environment

³ § 26 on work-related violence

Knowledge collection: status in Denmark, November 2021

Tripartite negotiations on sexual harassment

In connection with the ongoing tripartite negotiations on sexual harassment, in which the three unions 3F, Dansk Metal, and Dansk Sygeplejeråd from the FIU-ligestilling partnership have participated, the Ministry of Employment has collected new and current knowledge on sexual harassment from the social partners, the National Research Centre for Work Environment, the National Research and Analysis Centre for Welfare, and other relevant actors. This material is what has informed the following section, which provides an overview of sexual harassment in Denmark in 2021.

How many people are sexually harassed?

The latest Danish numbers, which give insight into how many people answer "yes" to the question "Have you been subjected to sexual harassment in the past 12 months?", come from the survey made by the National Research Centre for Work Environment (NRWE) in 2018 ⁴and from a survey made by the National Research and Analysis Centre for Welfare (NRAW) in 2020⁵. They showed that:

- **2.8%** of 7,989 employees responded that they have been subjected to sexual harassment in the past 12 months (NRAW)
- **3.8%** of 36,597 employees responded that they have been subjected to sexual harassment in the past 12 months (NRWE)

First and foremost, these numbers give insight into how many people have experiences that they themselves would label "sexual harassment". The figures do not necessarily give the full picture of how many people are actually subjected to unwanted sexual attention.

The importance of direct and indirect language

It's important to be clear about exactly what NRAW and NRWE's figures show because new research suggests that the language used in the questions of the surveys affect how many people answer "yes". That is, when asked in a **direct** manner with the question: "Have you experienced **sexual harassment** in the

⁴ NFA, *Work Environment and Health in Denmark*, 2018

⁵ VIVE, *A study of the extent of abusive acts and conflicts in the Danish labour market*, 2020

past 12 months?", as is the case in the both of the above mentioned surveys, fewer people will answer "yes" than if the language was more **indirect**, for example: "Have you experienced unwanted sexual attention - such as touching, "jokes" or sexually loaded comments?". Phrasing the question in this indirect way would result in a higher proportion of "yes" responses.

Therefore, it is important to distinguish between surveys and whether they provide insights into:

- 1) How many have experiences that they themselves label "sexual harassment" *or*
- 2) How many have actually experienced sexual attention that was unwanted and therefore offensive.

Why this difference?

The reasons why the result changes depending on whether you ask in the direct or indirect way can be many. One reason may be that some people - *even if* they have been subjected to sexual harassment - do not like to think of or understand themselves as a "victim of sexual harassment". Because sexual harassment is such a difficult and taboo subject, it is a word that many do not like to identify with.

The difference may also be due to a lack of understanding in society at large about what kinds of behavior "sexual harassment" actually covers. This may mean that some people do not label sexually harassing situations as "sexual harassment" because they are unsure whether what they have experienced meets the criteria for what constitutes sexual harassment.

Lack of knowledge about what "sexual harassment" means

Experiences from employee organizations and the Danish Working Environment Authority's harassment-hotline may support this last explanation. The Danish Working Environment Authority has described to the Ministry of Employment how the majority of callers to their hotline on sexual harassment contact them because they are unsure whether an incident, they have experienced, constitutes sexual harassment. In addition, employee organizations have also described to the Ministry of Employment that their members often contact their union to confirm that what they have experienced is not OK and is sexual harassment.

There seems to be two challenges:

- 1) many are unsure whether what they have experienced is sexual harassment at all
- 2) for reasons unknown some people do not label their experiences as sexual harassment. Therefore, the current **direct** way of asking makes it difficult to know how many people are actually harassed.

There is no national Danish survey that asks about sexual harassment in a more concrete way, and where the word "sexual harassment" is not included in the question.

Number of sexual harassment cases

In the context of the tripartite negotiations on sexual harassment, employer and employee organizations have provided the Ministry of Employment with an insight into how many cases of sexual harassment they are aware of in the period from **January 1st, 2019**, when the Equal Treatment Act was last revised, to now (see page 7).

- **101 cases:** the number of sexual harassment-cases to which employer organizations said they knew about.
- **38 cases:** the number of sexual harassment-cases of which the employee organizations said they knew about.

Some employee organizations stress that there are undoubtedly more cases of sexual harassment, but that many people, who have been subjected to sexual harassment, choose not to report it. In addition, there are also cases in the organizations' local branches of which the house of the national union is not aware.

Number of cases: 3F survey among work environment delegates (WED)

To get an insight into how many 3F workplaces have had a case of sexual harassment, in 2020 3F asked its approximately 4,200 delegates - of which about 1,400 responded - whether there has been a case of sexual harassment in their workplace.

In this survey, **11%** of WEDs responded that there had been a case of sexual harassment in their workplace.

Therefore, the number of reported cases does not give an insight into how many people are subjected to sexual harassment - but rather how many choose to pursue a case.

Employee organisations: barriers in regard to reporting a case

According to some employee organisations, one of the barriers to more people report sexual harassment is that in some professions sexual harassment is seen as part of the job. This myth exists in some parts of the Danish labour market, and it needs to be dispelled so that everyone knows that sexual harassment is not acceptable, and that help is available.

In addition, according to employee organisations people subjected to sexual harassment do not want to report sexual harassment because of concerns about what it could do to their reputation and to their chances of getting a job in the future. The psychological impact and stress of having been subjected to sexual harassment may also be a reason why some do not want to report sexual harassment.

Both employer and employee organisations tell the Ministry of Employment that the cases that are not handled are, in most cases, resolved through a settlement or by finding a solution locally at the workplace where the sexual harassment took place.

Cases of sexual harassment as the cause of an occupational disease

Being subjected to sexual harassment at work can lead to mental illness and mental health problems. Therefore, cases submitted to the Occupational Diseases Committee can also provide an insight into the number of cases. The number of cases reported to the Occupational Diseases Council where "sexual harassment" has been cited as the cause of illness is:

- 19 cases in 2020
- 29 cases in 2019
- 14 cases in 2018
- 42 cases in 2017
- 30 cases in 2016

What does the Occupational Diseases Committee do?

The Committee deals with cases concerning people who have fallen ill in the course of their work. One of the causes of illness may be sexual harassment.

Only a proportion of the cases filed citing "sexual harassment" as the cause of illness were upheld.

Who harasses and who is harassed?

The 2.8% who answered "yes" to having been sexually harassed in the past 12 months in the NRAW survey (2020) also reported on who had harassed them. Of the 2.8%:

- 50.2% responded that the harasser was a **colleague**
- 36.8% responded that the harasser was a **customer, client, patient, student** or similar
- 24% responded that the harasser was a **leader**
- 4.2% responded that the harasser was a **subordinate**

Employer organizations paint the same picture to the Ministry of Employment. Out of a total of 101 cases that the employer organizations know about and have given the Ministry of Employment insight into:

- In 58 out of 101 cases a **colleague/employee** was the harasser
- In 40 out of the 101 cases a **manager** was the harasser

The NRWE survey (2018) gives insight into in which industries sexual harassment mostly occurs:

- 11% of those working in **residential and nursing care** say they have experienced sexual harassment
- 10.5% of those working in the **hotel and camping industry** respond that they have been subjected to sexual harassment
- 8% of those working in **restaurants and bars** say they have been sexually harassed
- 7.5% of those working in **hospitals** say they have been sexually harassed
- 4.5% of those working in **shops** say they have been sexually harassed

In addition, the NRWE survey (2018) also shows that more people in the public sector – compared to the private sector – are subjected to sexual harassment.

- 4.6% of people in the **public sector** respond that they have been subjected to sexual harassment
- 2.9% of people in the **private sector** respond that they have been subjected to sexual harassment

What are the most common types of sexual harassment?

There are no national surveys that identify which forms of sexual harassment – comments, "jokes", touching, unwanted invitations etc. – are most prevalent in the labour market.

However, 3F's 2020 survey, in which around 1,400 of 3F's work environment delegates (WEDs) were asked about their knowledge about different types of unwanted sexual attention in their workplace, may give some indication of which types of sexual harassment are most prevalent.

Overall, the survey found that the types of sexual harassment that are most difficult to set clear guidelines for – for example, sexual harassment that is presented as humor – are the most prevalent. Asked about: "Do you occasionally experience humor with sexual undercurrent that you think some colleagues dislike?" as many as 40% of the female and 34% of the male WEDs answered "yes".

The line between when something is harassing and when something is funny can be difficult to clarify and agree on in some situations. Something one person finds funny, another may find offensive. In addition, it is also a well-known explanation that all humor is "just for fun" and therefore – implicitly – not offensive. This is of course a myth that is important to dispel if we are to have a labour market free of sexual harassment.

Who is exposed to – and who notices – sexual harassment?

It is well documented that the risk of being subjected to sexual harassment is linked to three factors: gender/sex/sexual orientation, age and power. This means that a young woman with no power in a company will be at higher risk of being subjected to sexual harassment compared to most other groups. Additionally, LGBT+ people are generally also more at risk.

Just like women – along with LGBT+ people – are most at risk of being subjected to sexual harassment, there is also evidence to suggest that women notice more sexual harassment in their environment.

This is what 3F's survey of 1,400 work environment delegates (WED) show. The WEDs were asked 10 **indirect** questions about witnessing different types of sexual harassment, and in nine out of those 10 questions more female than male WEDs answered "yes". Regarding three questions in particular, there were quite big differences between the male and the female WEDs who said they had witnessed sexual harassment in their workplace. The three questions were about:

- unwanted touching (9% male and 18% female WEDs answered "yes" when asked if they had witnessed this in their workplace)
- reactions, invitations or something else that someone at work found inappropriate (6% male and 13% female WEDs answered "yes" when asked if they had witnessed this in their workplace)
- inappropriate "flirting" (physical or electronic) that were offensive or unpleasant (8% male and 18% female WEDs answered "yes" when asked if they had witnessed this in their workplace)

It is not possible to say whether this difference indicates that female WEDs are more aware of sexually harassing behavior (perhaps because they have been subjected to sexual harassment themselves), that there is more sexual harassment in workplaces with female WEDs, or whether employees are more comfortable confiding in a female WED - or something else entirely. But it's an interesting difference.

How is sexual harassment identified and dealt with?

Covering up sexual harassment

Employer and employee organizations agree that the annual statutory health and safety survey and is often what give workplaces an insight into whether there is a problem with sexual harassment.

Employee organizations stress that it is crucial that workplaces have a culture where employees feel safe reporting problems such as sexual harassment, and

that it is important that employees trust they will get help if they do report a problem. If there isn't such a culture, it is unlikely that anyone will dare to report experiences of sexual harassment.

Dealing with sexual harassment

Where in the organization and how a sexual harassment case is handled varies from workplace to workplace, and there is no clear or unambiguous answer to how sexual harassment is handled locally in workplaces.

Workplaces are not obliged to have policies about sexual harassment and how it is dealt with even though we know how important it is for all companies to have clear guidelines for each step of the process when handling a case – from the time someone tells about a case of sexual harassment and all the way to the resolution. Who is responsible for which part of this process is important to describe in great detail.

Sanctions

Employer organizations report that in the majority of the 101 cases they have had since January 1st, 2019, sanctions have included: written or verbal warnings, termination, dismissal, severance agreements, reprimands, dialogues, and transfers. However, there are no numbers on exactly which sanctions are used.

Confidentiality clauses

In Denmark, there is no research about the use, content, or consequences of confidentiality clauses, nor is there any legislation in this area. However, confidentiality clauses can in some cases be overridden by law, but there is no specific legislation intended to regulate when confidentiality clauses may be used, what they may contain, etc.

Sexual harassment and the gender-segregated labour market: new Swedish research

In March 2020, new research from Sweden⁶ pointed to a link that has long been suspected but not clearly proven. Although the figures on which this research article is based are Swedish, there is good reason to believe that the

⁶ Olle Folke, Uppsala University and Johanna Rickne, Stockholm University, "Sexual harassment and gender equality in the labor market" (2020)

same trends exist in Denmark. Sweden and Denmark are similar, and both countries have labour markets that are – both today and historically – highly gender segregated. The figures on which the research is based are representative of Sweden.

This research article presents several interesting aspects of sexual harassment in the Swedish labour market, including:

1. The importance of the level of gender-segregation in a workplace

Women are at greater risk of sexual harassment in workplaces with a mixed gender balance and in male-dominated workplaces. It is not surprising that women are generally more at risk when it comes to sexual harassment. But what is surprising is that men working in female-dominated occupations may be even more likely to be subjected to sexual harassment compared to women in mixed-sex or male-dominated workplaces. Therefore, sexual harassment of men in female-dominated workplaces also seems to be a problem⁷. In addition, research shows that women's risk of being subjected to sexual harassment is proportional to the rate of men in the workplace – the more male-dominated, the bigger the risk⁸.

2. High and low paid jobs

The Swedish research also shows that women are at higher risk of sexual harassment in high paid jobs, and that men are at increased risk in low paid jobs.

3. Indirect and direct language

When someone has been subjected to more severe types of sexual harassment, when it has happened several times, or when the harasser is a manager, the person will be more likely to answer "yes" to the direct question: "Have you been subjected to sexual harassment?"⁹. As described earlier in this report (see page 9-10), this research also supports the idea that the **direct** wording of the question does not paint a correct picture of how widespread sexual harassment is¹⁰. Asking in a direct manner only gives insight into how many people self-label their

⁷ Folke and Rickne, 2020: 8

⁸ Folke and Rickne, 2020: 3

⁹ Folke and Rickne, 2020: 12

¹⁰ Ibid. 6

experiences "sexual harassment".

The link between sexual harassment, the gender-segregated labour market and unequal pay

The main point of the Swedish research is that there is a specific link between sexual harassment, the gender-segregated labour market, and the lack of equal pay¹¹, i.e., all three factors reinforce each other and make equality in the labour market even more complex to achieve.

The explanation for this relationship is that women and men who contribute to the breakdown of the gender-segregated labour market – e.g., women working in male-dominated workplaces – experience far more sexual harassment compared to women who work in mixed or female-dominated workplaces. But because sexual harassment is a harsh working condition, many of these women and men, who are a gendered minority in their workplace, choose to quit and instead get a job where the risk of being subjected to sexual harassment is much smaller.

Women and men who could actually contribute to breaking down the gender segregated labour market by entering jobs where they are outnumbered by virtue of their gender are therefore – because of the high incidence of sexual harassment in these jobs – both discouraged from *entering* these jobs and discouraged from *remaining* in these jobs ¹². Men who experience sexual harassment in a female-dominated workplace will even be extra motivated to move away from that workplace, because female-dominated jobs are typically both lower status and lower-paid jobs. Therefore, there is little to motivate a man to stay in a female-dominated workplace if he is subjected to sexual harassment. For women, on the other hand, there is often a financial incentive to stay in a male-dominated workplace, even though the sexual harassment-risk is higher, because the pay is higher than in female-dominated or mixed-sex workplaces¹³.

In this way, sexual harassment contributes to maintaining a gender-segregated labour market, which in turn contributes to maintaining a labour market where unequal pay is a major problem – and where women in Denmark are both paid less for the same work, and where traditional "female jobs" are seen as of less value than traditional "male jobs".

¹¹ Ibid. 33

¹² Ibid. 2

¹³ Ibid. 9

Reasons for higher risk of sexual harassment in gender-segregated workplaces

According to this Swedish research, the reason why women in male-dominated workplaces, or men in female-dominated workplaces, are at particularly high risk of sexual harassment, is that these minority-employees challenge the norms and culture of the workplace. This means that sexual harassment becomes part of an attempt to re-establish workplace norms – and part of an attempt for some to protect their own gender identity, which may be perceived as threatened when, for example, a woman enters a male-dominated workplace¹⁴.

¹⁴ Ibid. 8

PART 2: EXPERIENCES AND GOOD EXAMPLES

Experience from a survey

Method and purpose

In order to gain insight into what union delegates think about how their workplace deals with sexual harassment, a survey was sent out on November 7th, 2021, to delegates who have previously attended FIU-Ligestilling's courses and therefore are or have been interested in equality issues to some degree.

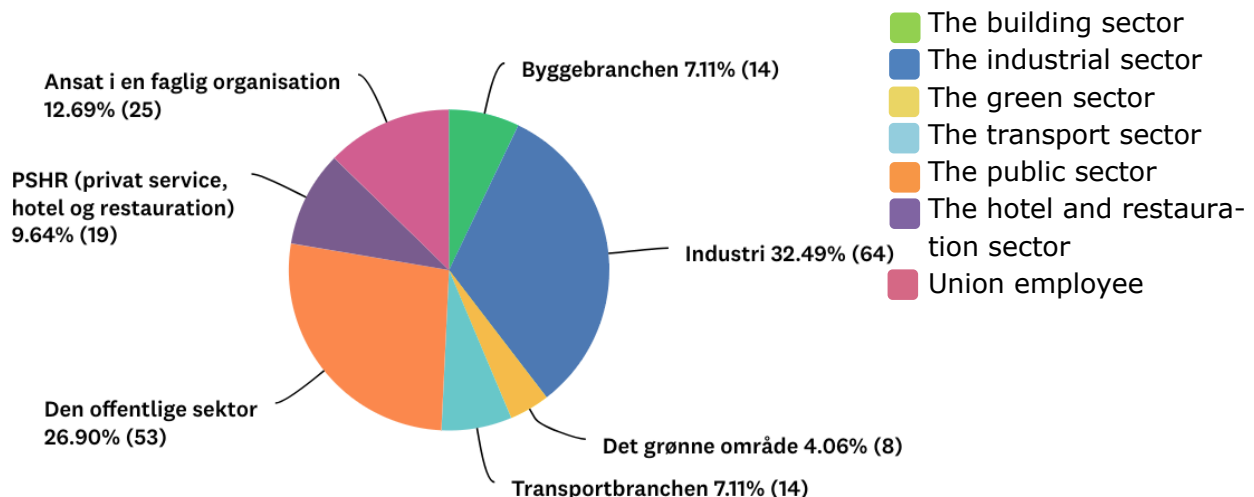
Respondents were given five workdays to complete the nine-question survey, and 197 former course participants/delegates responded.

Results

Sector and male-female ratio in the workplace

In which sector do you work?

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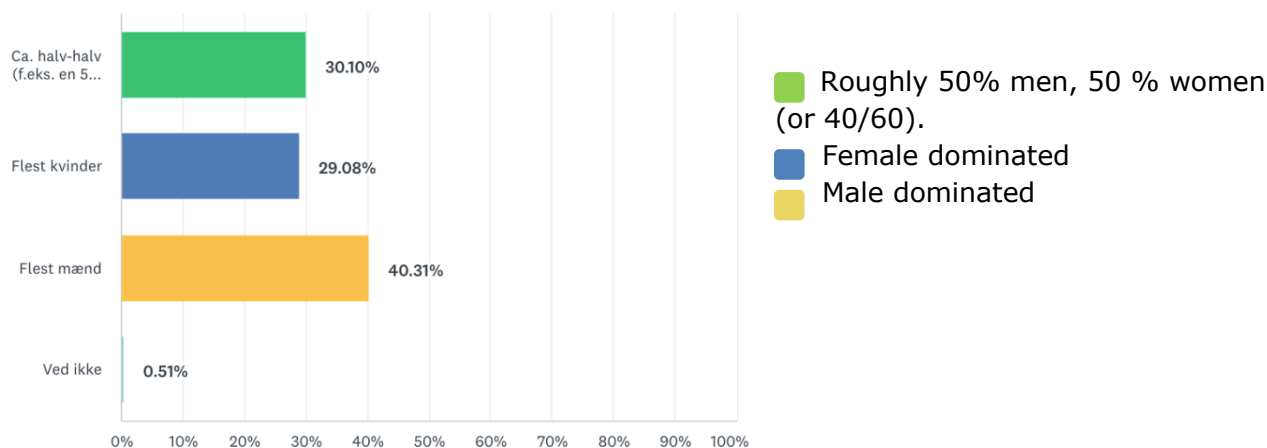


The majority of respondents respond that they work in the industrial sector (32.4%) – a male-dominated sector – or the public sector (26.9%), which is female-dominated. However, as question 2 (below) shows, the respondents predominantly work in male-dominated workplaces. Only about 1/3 of respondents say that their workplaces have a roughly 50/50 ratio between men

and women. About 2/3 answer that there are either more men or more women in their workplace.

What is the male-to-female ratio in your workplace

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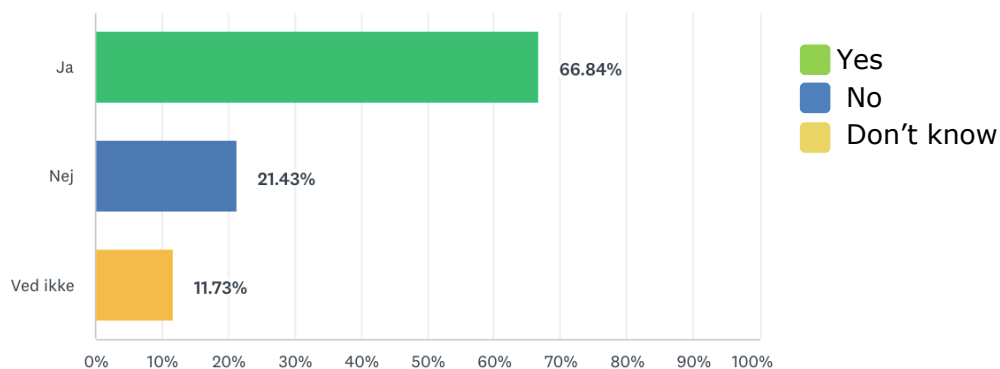
In large part this survey provides particular insight into the attitudes of employees in gender-segregated workplaces and their attitude towards their workplace's potential initiatives to prevent and handle sexual harassment. According to Swedish research (see page 16-19), the rates of sexual harassment may be higher in these gender-segregated workplaces.

Workplaces with policies and level of satisfaction

Having a policy about sexual harassment is an important and fundamental step in both dealing with and preventing sexual harassment. Therefore, respondents were asked whether their company has a policy in this area:

In your workplace, do you have a policy where sexual harassment is included?

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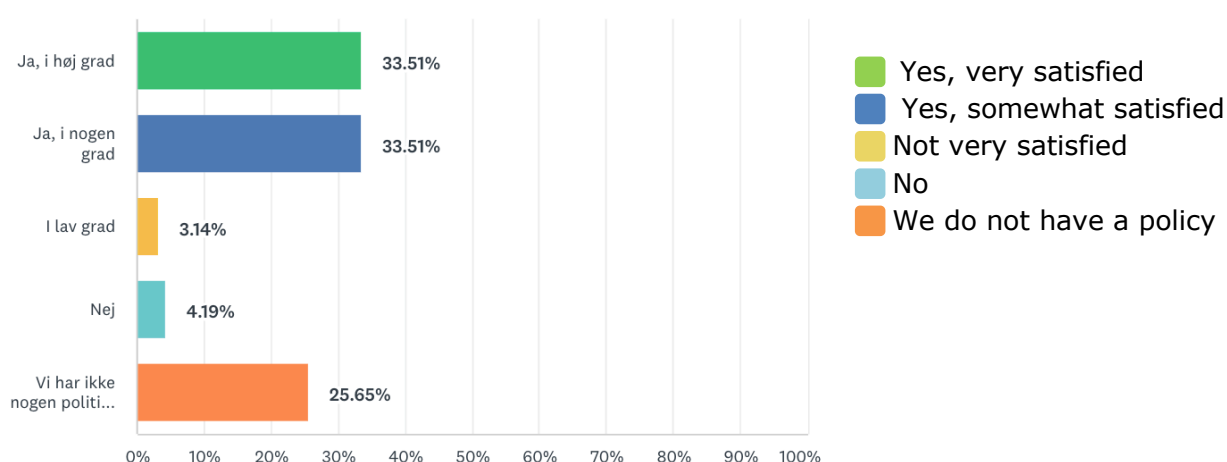
Around 2/3 of the respondents say that their workplace has a sexual

harassment policy, which is positive. However, it is not insignificant that around 1/3 either do not have one – or do not know if they do. A policy is an important starting point for any workplace that wants to create a workplace free from sexual harassment.

Asked whether respondents are satisfied with their workplace's policy – in case they have one – the majority answered affirmingly.

*If your workplace **does** have a policy where sexual harassment is included:
Are you satisfied with it?*

Skipped: 6



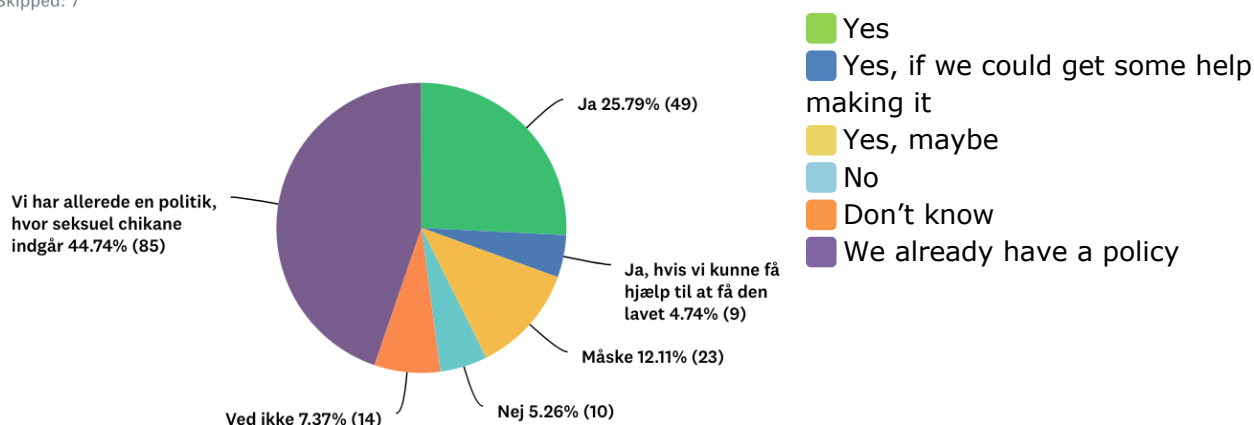
Among the approximately 2/3 of respondents who say that their workplace has a policy on sexual harassment, the satisfaction rate is quite high. Approximately 1/3 of all respondents have a policy with which they are "very satisfied", and additionally 1/3 of all respondents have a policy with which they are "somewhat satisfied". Only about 7% of those who have a policy respond that they are either "not very satisfied" or not at all satisfied with their workplace's policy in this area.

Support for a sexual harassment policy

Those who previously responded that their workplace did not have a policy in this area were asked to rate whether they thought there would be support for getting a policy.

*If your workplace does not have policy where sexual harassment is included:
Do you think the workplace would want to/be supportive about getting one?*

Skipped: 7



Here, only about 44% answered that they already have a policy, although about 68% in the two questions above answered that they had a policy. It is not possible to say what the reason for this is.

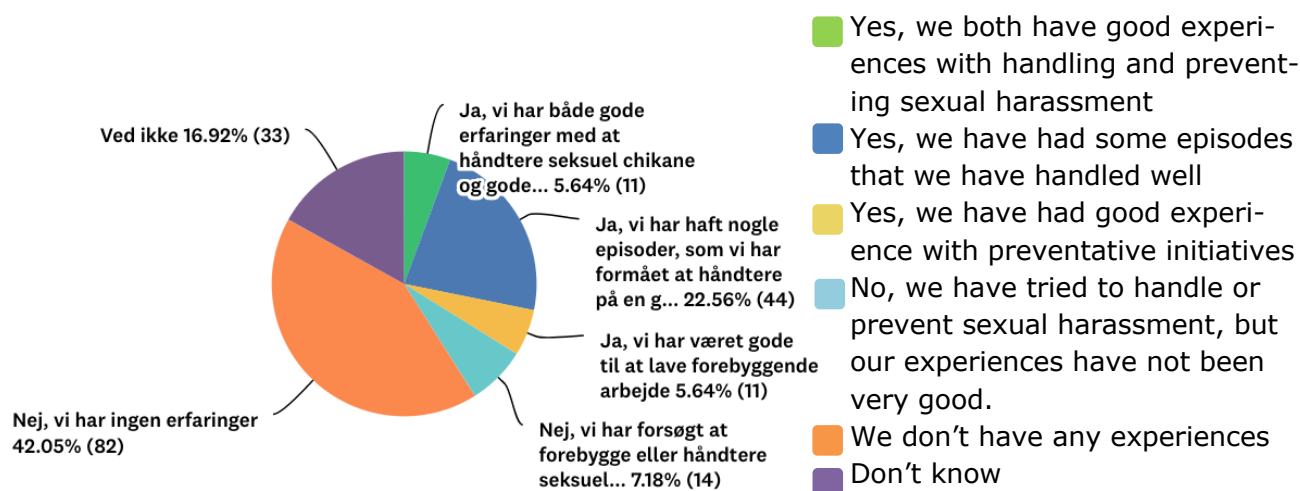
But, leaving this uncertainty aside, it is positive that the majority respond that they think there would be support for a policy – and around 12% respond that they think there may be support. Only around 5% say they do not think there would be support. This may indicate that there is an over-all positive attitude towards having a policy about sexual harassment in Danish workplaces, including gender-segregated ones. Only a few – 4.7% - responded that there would be support if the workplace could get help to develop a policy. Therefore, the barrier to requiring a policy *does not* seem to be the perception that it is difficult or demanding to make one.

With such relatively positive responses, it would be interesting to explore what it would take for these companies to get a sexual harassment policy.

Experiences in preventing and dealing with sexual harassment

To get a sense of whether sexual harassment is something respondents' workplaces are used to dealing with – and whether they have been successful in their efforts – the following question was asked:

In your workplace, do you have any good experienced with handling or preventing sexual harassment?



Close to half, 42%, say that they have no experience in either preventing or dealing with sexual harassment in their workplace. This is a high number, and sexual harassment does not seem to be an issue that workplaces are used to dealing with. The response could also indicate that many workplaces have never had a case of sexual harassment – probably not because it does not exist, but because the issue is not addressed openly and safely, which means that it is very unlikely that anyone will dare to come forward.

However, overall, 1/3 of all respondents say they have good experiences to some extent: about 1/4 of all respondents say they have had incidents of sexual harassment which they have dealt with well; 5.6% say they have good experiences preventing, and 5.6% say they have good experiences with both dealing with and preventing sexual harassment at work. 7.18% respond that there have been attempts in the workplace to deal with or prevent sexual harassment, but that it has not been very successful.

The responses here suggest that although around 2/3 respond that there is a policy in place – which can help both to deal with and prevent sexual harassment – only a smaller proportion of respondents, 1/3, say that they have good experiences in their workplace, either dealing with or preventing sexual harassment. This could suggest this it is not yet an area that the majority of workplaces have much experience of engaging in – beyond putting a policy in place, which is obviously also important, but an effort that cannot stand alone.

Description of good experiences

To know more about the good practices, the respondents were asked to describe their good experiences in dealing with or preventing sexual harassment. This was both to get a sense of how "good prevention and handling" is understood and to get inspiration on how to approach this work.

If you in your workplace have good experiences dealing with or preventing sexual harassment: Please describe these experiences and what worked well in your approach?

57 respondents answered this question. This number corresponds well with the total number of respondents who answered in the previous question that they had good experiences with prevention (11), handling (44) or both (11) in their workplace – a total of 66 respondents.

Several actions at once

Several, like the ones below, respond that their work to prevent and deal with sexual harassment consists of both more formal measures such as information meetings and consequences for employees who harass, but also more informal conversations and statements about how sexual harassment is not acceptable. Three respondents write the following:

"In case of harassment, both parties are called for an interview. Depending on the situation, warnings or, in the worst case, expulsions may be given. Depending on the situation, all employees are informed of the harassment if this can be done without the persons involved being recognized. We inform several times a year that we do not accept harassment in the company. "

"Since this exact topic, or just violations in general, are on the rise in the business world, it's a great idea to talk about the company's policy in meetings so employees know how to behave. Likewise, it is a good idea to hold an info meeting about work environment and to give employees an understanding/definition of what bullying/harassment means, preferably with examples to put it into perspective. "

"We spend time talking about why harassment (both sexual and general harassment) is not acceptable. Our Co-operation Committee and Health and Safety Committee have been working with

management on the issue and they have appointed an Equality Officer who also spends time on the prevention of sexual harassment."

The responses of the elected representatives can give an insight into what it means for them to have "good experiences" in preventing and dealing with sexual harassment in the workplace – what kind of work, approaches, and interventions have led to success in their work to prevent and deal with sexual harassment.

Overall, the responses of the remaining respondents can be divided into four categories: informal preventive initiatives (talking about the culture regularly), formal culture-building initiatives focusing on dialogue (training, meetings), focus on consequences for harassers and strong management, and policies, guidelines and the like. Not all responses, but the majority, are included below:

1. Informal preventive initiatives (talking about culture regularly)

Several respondents describe that they focus on ensuring an ongoing conversation and focus on the topic of sexual harassment. This is positive as everyone will be reminded of the behavior expected of them – and they will be reminded that help is available if they are subjected to sexual harassment.

"Creating a safe environment where it is okay to go to your boss or colleague and report sexual harassment. And without being exposed or ridiculed. The boss is then the one who has conversations with the person being sexually harassed and with the person who is sexually harassing. (I work in a hospital, so harassment often comes from patients and relatives there too, which makes for a different situation in terms of sanctions)."

"I know we have a policy on what to do if sexual harassment happens. But I think that there is good awareness and that we regularly discuss the policy on preventing sexual harassment, and it's really good that there is regular discussions about it, because I think that the mere fact that there is a focus on it has a good preventive effect."

"Mostly experience of harassment from guests. We talk about it, but we haven't gotten to the point where we have agreements."

"Just the fact that the issue is regularly highlighted, as well as the company's attitude and policies, improves the working environment and provides reassurance. In the end, it probably also discourages some people from harassing in the first place, as there are employment consequences associated with sexual harassment. We have a whistleblower scheme, and key people focusing on the working environment in conjunction with the elected union representatives. "

"Dialogue on where our personal boundaries are"

"Speaking openly about it, and it not being tolerated in the teams we now work in."

"We address concrete situations, and this helps to prevent harassment from escalating"

Just having a conversation about sexual harassment – talking about it at all – can have a big and positive impact both in deterring someone from offending and in letting the offended know that help is available. It is an important part of creating a culture free from sexual harassment.

2. Formal culture-building actions focusing on dialogue (training, meetings)

In addition, several respond that they have held meetings where the dialogical approach has been used preventively, e.g., the "Crossing the line" game (see page 48)

"Together with the employer organization we have developed a dialogue tool. We played this in the workplace, and it led to good discussions."

"I am in a trade union and come from the hotel and restaurant sector. In the department, in the industrial and public sector, we have had a couple of cases involving sexual harassment. There is a focus in the department on how we can mitigate incidents happening out in the workplaces. We're going to have a training day for the union representatives in 2022 in the department."

"Playing "Crossing the line" about sexism etc."

"We have had sexual harassment in our LMUs and made a game with dilemmas"

*"We have made good use of the FIU-Ligestilling dialogue tool
"Crossing the line""*

"A policy has been made which is "publicly" known. In addition, training, courses, and workshops have been held and several delegates have been invited to take part in the debate in the media."

"In our secretary, we have played "Crossing the line", which is about knowing colleagues' limits in relation to offensive behavior/sexual harassment. We also go out to our departments and do the same for them as colleagues in the departments"

3. Focus on consequences for the harassed plus a strong leadership

When it comes to good experience with dealing with sexual harassment, several highlight the importance of quick and proper response from management when a report of sexual harassment is made, as well as the importance of leaders who take the reports seriously, taking the lead in ensuring that the harassing situation is stopped.

"There is 0 tolerance at the company, so the harassers have been dismissed"

"the management took care of it and the harasser was asked to find another job"

"there was a quick response. All parties were summoned to a meeting. Warning have been made but also one person has been terminated."

"The policy was respected. The harasser was dismissed, and the incident was dealt with by the delegates. It was taken very seriously by management"

"The persons the case concerned were summoned to an interview with the management."

"I'm a delegate. I've had the opportunity for training on harassment, including sexual. The director has written in an email to all employees that if there is anything, you can go to the personnel manager, delegate, or the director himself"

"The employee in question was fired on the spot after he harassed two female colleagues"

"The leaders got involved. It ended with a dismissal"

"Management that takes care of things quickly"

4. Policies, guidelines and similar

Finally, respondents also highlight that their policies, code of conduct or whistleblower scheme play an important role in addressing and preventing sexual harassment.

"When it was discovered that sexual harassment was taking place in my workplace, our policies were reviewed and edited to make them more up-to-date. Those who had been subjected to harassment were interviewed and those who had were terminated. "

"The case was closed as the person didn't want anything done. The person wanted us to be informed about it. After the incident a number of years ago we had a policy written down"

"We have no cases and no policy, but the policy is underway. It's a one-year process that involves the whole workplace to create ownership."

"We have a full setup including whistle blower channel. Unfortunately, surveys show that only 6% report incidents"

"We have a great code of conduct. Which all employees must sign"

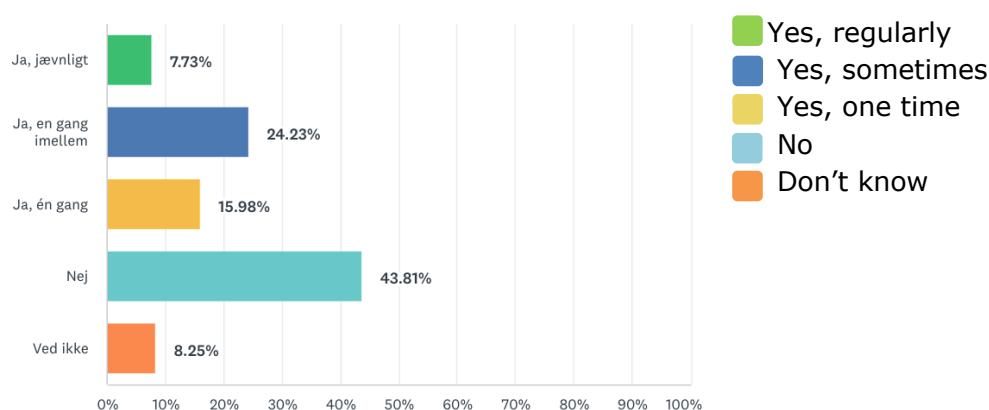
"Company policy in this area is debated. New employees are given the policy on recruitment"

Facilitating conversations about boundaries, humor, language, and the like

Facilitating conversations in a workplace around issues such as boundaries, humor, workplace culture, language, and the like can be effective in preventing sexual harassment. Conversations that more directly address sexual harassment are also important to have, but conversations about these other topics are easier to have, because they are less taboo and therefore less challenging, and they are also an important prerequisite for being able to talk openly about violations and sexual harassment. Therefore, respondents were asked the following:

In your workplace, have you had any meetings, courses, training or the like where you have talked about topics like boundaries, humor, or language; topics that support a good work environment free of sexual harassment?

Skipped: 3



43.8% answered "No" to this question. Whether this is because workplaces do not associate these topics with sexual harassment prevention – and therefore do not focus on these kinds of initiatives – is not known. Or perhaps do not have the right knowledge about how to facilitate such a conversation in a safe and effective way. In any case, these responses show that a large proportion of these workplaces are not making use of an important and effective prevention initiative.

15.9% answer that they have held such a meeting once, 24.2% that they hold such meetings occasionally and only 7.7% answer that they hold meetings regularly.

There is thus a great deal of untapped potential for prevention. It is difficult to imagine that a workplace can become free of sexual harassment without

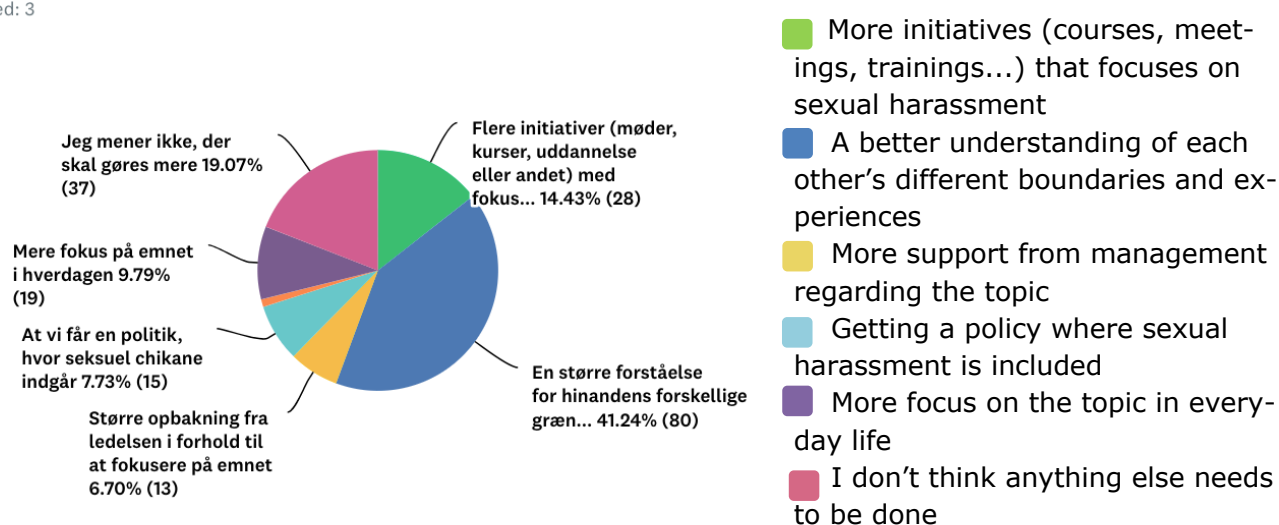
facilitating safe and constructive dialogues between employees on issues such as boundaries, language, humor, culture, norms, and the like.

Improvement potential

In order to gain insight into what the respondents think is needed to better prevent and deal with sexual harassment, the respondents were asked for their thoughts on this:

What do you think would be necessary to do to handle and prevent sexual harassment even better in your workplace?

Skipped: 3



It is striking that as many as 41% of respondents believe that what is needed for sexual harassment to be dealt with and prevented better in their workplace is a greater understanding of each other's different boundaries and experiences. So means that it is an *understanding* that a large proportion of the respondents think is lacking – and this fits well with the fact that very few respondents in the earlier questions answered that they had facilitated conversations about boundaries, humor, and language. Greater understanding can only be achieved through dialogue between employees.

The next highest number, 14.4%, think that more initiatives (meetings, training, education or other) focusing on sexual harassment is the suggestion out of the six that is needed to better prevent and deal with sexual harassment in their workplace.

However, almost 1/5 believe that no more should be done, which is a relatively high number. Whether this number is an expression of the fact that these

respondents believe that much is already being done in their workplace, or because they do not believe that there is a problem with sexual harassment in their workplace – and therefore nothing should be done to prevent or deal with it – is not clear. But it does suggest that among some, there may still be a lack of understanding of the scale of the problem and of what it takes in terms of commitment and sustained initiative to create a workplace free of sexual harassment.

In the 2020 survey from 3F where 1,400 delegates were asked about sexual harassment in their workplace, they were asked a similar question, namely: "Do you think your workplace is doing enough to eliminate/reduce sexual harassment?", and here an even higher percentage – compared to this, smaller survey – was satisfied with the effort of their workplace. To this question:

- 58% answered "yes", implying that they think their workplaces do enough
- Only 13% answered "no", saying they did not think their workplace does enough
- The remaining 29% answered "don't know"

The responses from this 2020 survey from 3F further support that there is still a need to create an understanding of why it is important to work actively to prevent and handle sexual harassment. It should be noted that the respondents in both the present survey and the 2020 survey are delegates who, by virtue of their role, are likely to have a greater understanding of such work than other employees. It is therefore conceivable that there would be even less understanding among non-delegates about why it is important to have more initiatives both preventative and dealing with sexual harassment.

Experiences from focus group interviews

Method and purpose

In the first part of the three focus group interviews, participants were asked about what they consider to be the main barriers to getting a labour market free of sexual harassment. Once this had been established, the second and main part of the focus group interview was about how these challenges could be addressed and that solutions they deemed necessary.

A total of three interviews were held during October 2021 with three groups who already knew each other and who had all tried to talk about the topic of "sexual harassment" before. The groups are established networks that meet regularly to talk about workplace and trade union issues. There were between 6-9 participants for each of the three focus group interviews, which took between 1-1.5 hours.

Participants

In order to gather as diverse experiences as possible, the three groups were chosen because together they represent a diversity of voices across gender, ethnic background, sexual orientation, geographical location, religion, and age.

Experiences from the three focus group interviews

The focus groups' conversations about where they think the biggest problems around sexual harassment exist, and their suggestions for solutions, are obviously interrelated. But the focus of this section is on the solutions they came up with during the three interviews.

Solution 1: More employer-obligations – not only voluntary work

There was a broad consensus among all three focus groups that more political demands on employers and companies will be necessary to overcome the current challenges with sexual harassment. The importance of employers taking overall responsibility for addressing the challenges of sexual harassment was stressed.

"I think it's important that employers should be responsible for prevention. It is best to prevent. One is to manage, but it's better to prevent."

"There should be clear consequences from management if someone behaves badly, because then they correct others. Employers must take responsibility."

"I think all solutions should be politically based. Look at the smoking policy today, for example, which is behavioral. As with smoking, with sexual harassment the whole behavior also has to change in the population and the legislation has to follow. And that is the only thing that will work. The change has to come from the top."

Several participants reported having experiences with managers and employer who are often very reluctant to deal with and actively work on preventing sexual harassment, which was a major barrier – and one of the reasons why it will be necessary to make demands on employers rather than waiting for employers to voluntarily engage with the issue.

"There are many managers who are very afraid, as they have been all their lives, to get involved in a sexual harassment case. Whether we're talking about the year 2021 or 2000, it doesn't matter. There is just as much fear about the topic. "

"The staff handbook out in the workplaces is probably not sharp enough. It would make a difference if people dared to write it sharply enough. But it's also about fear, because does the manager dare to stand up and take the lead? "

One participant said that this fear could be about the possible consequences of taking the lead in working against sexual harassment:

"At my old workplace we had a female landscaper apprentice who drove in a car with two men to and from work – and what they told or talked to her about in that car was just not okay at all and very transgressive. But at first, she didn't say anything to anyone and the rest of us didn't know what was going on. So, the poor girl was just harassed by them – they said some terrible things. And when we finally realized, we went up to the management and said: "this

will stop right now". But then someone in the management said, "Well, he'd heard about that" – but he hadn't done anything about it. I think one of the reasons he hadn't said anything was that the two people who had done the harassment were really dominant people who many looked up and they were also good at their jobs. But they could also really whip up an atmosphere - even against management. "

If there had been a requirement for the employer in this workplace to deal with and prevent sexual harassment, this incident might not have happened – there might have been an understanding about how certain ways of behaving are not okay and that help is available if an employee experiences something transgressive.

As mentioned above, there was general agreement that there should be requirements for employers – and that employers should take the lead in addressing and preventing sexual harassment. But there were different views on exactly what the requirements should be:

"There should be a requirement for a company to have a policy – and that policy should consist of certain pointers. I'm not a fan of others having to draw up the policy for a company, but of a requirement for there to be a policy containing certain points."

"And then there should also be a requirement for all companies to have a policy - preferably by law. Companies are required to do so many other things, so why not this? Because I don't think it's enough just to keep strengthening up the trade unions. We need something more."

"We need more awareness-raising so that sexual harassment is not such a taboo subject. So, someone needs to go into workplaces and tell managers what sexual harassment is all about. And then managers should be forced to take it up, rather than it being an offer. Because you can be offered so much – we know that from the trade unions too – and nobody reacts to it. So, it should be an order. So, demand, not freedom of choice."

"It's good when there is a requirement to create forums in a workplace to discuss specific issues - such as gender equality. And here

you could spell out some issues more specifically, for example that a company has to take something like sexism, gender equality and minorities seriously. And I think these requirements should be introduced by law. We also have a directive on protection against harassment, which we have not implemented in Denmark because Danish politicians say that our health and safety legislation is fine enough. But there is just a lot of interpretation in our health and safety legislation, because basically it just says that you have to behave properly towards each other – and not what it actually means to behave properly."

Overall, participants felt that there should be requirements for companies to have a policy, as well as requirements for more culture-building initiatives such as awareness-raising and the creation of forums to discuss sexual harassment. And instead of the requirements that participants said employers should have to meet being presented as an additional duty, one participant suggested that a smiley system or similar could be introduced so that companies could use their commitment to promote themselves positively and brand themselves:

"You could also work with a smiley system with sexual harassment, for example, like they do elsewhere. So, something that makes it attractive for companies – something they could use to reinforce a good reputation."

Solution 2: Dealing with cases – focus on educating the harasser and on agency and protection for the harassed.

Particularly in the context of sexual harassment policy development, the concept of "zero tolerance" is being discussed – both whether zero tolerance is the right way forward and what the concept entails. This discussion was also raised in one focus group interview in particular, where the consensus in the group leaned towards not focusing too much on zero tolerance – especially if zero tolerance means that there is no room for people to make mistakes and learn from them.

"Those who are harassed often just wanting it to stop - and not to punishing the person who harassed. And right now, there's this zero tolerance debate, where it's kind of like you can't actually hold any important position if you've done anything in your life before. And that might make someone harassed afraid to come forward. We

have a case right now that was handled very wrongly – where the person who was harassed said that they didn't want the violator to be punished for it. Now the person is being punished anyways because the harasser kept it a secret and did not tell the people he needed. But the zero tolerance talk I think should mean that you don't tolerate sexual harassment, but that you can also deal with it, because these are people we live among. But if we don't have this conversation then there are going to be a lot of harassed people out there who look at those who have had their lives ruined and say: "I don't want to be a part of that, I just want it to stop". So, I think that's at least as important as all the things we can do to prevent sexual harassment."

The conversation about zero tolerance and the importance of making room for some harassers to improve and learn from their missteps, rather than being terminated, was closely related to the participants' focus on the harassed not losing ownership of the process. The experiences of the participants was that not all who have been subjected to sexual harassment want the harasser to have a (certain) punishment. In one focus group interview in particular, they thought that "zero tolerance" should not mean that sexual harassment cases should automatically result in certain consequences – but that the harassed party's thoughts on how a case should be handled, should also be taken into account:

"It's important that people don't lose ownership over the process. So, it should not necessarily be about the harasser getting a certain punishment, but that the harassed part can have some ownership over the process – so that it doesn't just disappear out of their hands."

"Protecting and listening to the interests of the harassed party in dealing with a case – that is, taking seriously that some may be nervous about how a sexual harassment case will be handled – is also important. It is important that there the procedure feels safe for all parties involved. This can be implemented by formulating a clear strategy for handling sexual harassment cases in a workplace and writing it into the policy so that everyone knows what will happen if sexual harassment occurs. For example, if there is a case of a certain magnitude, there will be a dialogue between the partners. Or for example, if it's a sexist comment, then you will first try to deal

with it in a conversation, where there is also room for people to have the opportunity to learn and change their behavior. It is important to find some kinds of processes that are transparent."

Solution 3: Focus on building trust between delegates and people subjected to sexual harassment

Several people in the focus group dialogues say that one of the big challenges is that employees may either be unsure whether what they have experienced is sexual harassment – or they may be hesitant to tell someone about their experiences, for example their delegates. Therefore, several participants stressed the importance of focusing on building trust.

"Right now, it's not necessarily about finding sexual harassment cases, but about making sure everybody understand that they can come to us delegates and talk about their experiences. So, building trust, that's the biggest challenge right now. It about making people understand that just because they come and talk to us, it doesn't mean they have to start a case. They can just talk to us, nothing else needs to happen."

In order to build trust, this participant believes it is important for everyone in a workplace to be fully aware that they can come and talk about unpleasant experiences without this necessarily meaning that they have to report a formal case. According to this participant, this trust-building is therefore closely related to the above about ownership and zero tolerance, because employees need to know that zero tolerance does not mean that someone should be fired as soon as a harassed person opens up and talks about their experiences – or that the delegate or a manager takes the matter out of the violated person's hands and decides what should happen without the harassed person's consent.

Building more trust between, for example, employees and delegates is important. This could lead to more people subjected to sexual harassment getting help, as well as more cases of harassment being detected, addressed, and dealt with. The trust-building could even start when a new employee is hired. Making it clear from day one that sexual harassment is not okay could possibly increase the likelihood that the employee – if the person experiences sexual harassment in the future – will feel comfortable telling someone about it:

"Perhaps more could be done in workplaces, for example in recruitment, to ensure that sexual harassment is mentioned somewhere."

So that it is made clear already then and there that if you experience something, then it is okay to tell someone – and that there is, for example, an anonymous place where you can talk. It is important that this is a topic that is talked about at work. Because it's hard to do anything about it if no one wants to come forward."

Solution 4: More knowledge in the companies

Due to the participants' own experiences in the role of a delegate, several focused on the challenges delegates often face in the workplace when they want to prevent and deal with sexual harassment. Several pointed to an imbalance between the focus and knowledge that exists in trade unions on sexual harassment, and the great lack of focus and knowledge in companies. This imbalance was seen by several as a barrier to the work and role of the delegate because it can be hard to do this work alone. Therefore, several participants expressed a wish to get more knowledge about sexual harassment into the companies so that the delegates can get more support in their work to prevent and deal with sexual harassment.

"The subject of sexual harassment needs to be more widely promoted in the workplaces than in the trade unions. Where does the workplace come in? Because if you are the only delegate in your workplace, it can be really hard to get your point across and to get anywhere. You end up on your own."

"But it also requires that you dare to stand firm – and that you have a good and honest management that stands behind you. I myself have struggled with a manager where it went completely wrong. So, you need to have strong principles yourself. And you must have your arguments in order. And then there's management – we have managers who are not trained in this topic. So, they don't dare to do anything. So, the leaders need to be trained and they need to be completely educated in what they need to do."

"Then I also think that the trade union should be more visible in the workplace."

"We volunteers get tired too."

It was clear from the three focus group interviews that working to prevent and deal with sexual harassment can be demanding and hard for the delegates if

there is no support for them in the workplace – for example, if there is a lack of knowledge about why working to prevent and deal with sexual harassment is important.

There was agreement on the importance of the role of delegates in this work - but also that it is important to spread out the responsibility for this work to more than just one delegate, for example, which is why it is also important to equip companies with the right knowledge.

Solution 5: Sexual harassment and gender equality in the training of the delegate

Both because the delegates have an important role in creating change in Danish workplaces, and because it can be challenging to do this work alone, several stressed that delegates also need to be better equipped with knowledge and tools on sexual harassment.

"There is a lack of education and information. You can be a very good delegate, but if you don't have the tools, sexual harassment is not a very easy issue to target or to get initiatives going on."

"And that's also one of the things that's missing, is the culture-bearing links out in society – for example the delegate. They can't handle it either. Because if they are not equipped, how will change ever happen?"

"I also think there needs to be more focus on delegates and on training them"

"When we talk about the trade union, sexual harassment and gender equality must also be included in the training and education of delegates. It doesn't help that they only get one hour of education on the topic on a Tuesday morning. Because people have to be trained in these things continuously, so sexual harassment something that needs to be talked about more than once. So, making sure people get proper knowledge and tools is important, because if people don't feel confident about handling and dealing with sexual harassment, they won't use what they've learnt."

It is a good point that delegates are unlikely to use the knowledge they have about preventing and dealing with sexual harassment if it is not an area they

feel confident in. Therefore, there may be a good case for making this a more integral part of a delegate's role and identity.

One of the concrete ways in which delegates could be equipped to deal with sexual harassment cases would be to train them to recognize when sexual harassment might be at play. Because sexual harassment is a taboo subject, many people subjected to sexual harassment do not tell anyone about their experiences and therefore many cases are in the shadows and hidden under words like "cooperation problems":

"We are too good at turning a blind eye when a member comes to us with 'cooperation problems'. We need to be better at asking: What is this about? Many employers are used to just writing 'cooperation problems' and then they easily get around it. And it's not necessarily that we need to do more to dig up the cases, but it's about getting a better insight into what it is that's happening out in the workplaces and about helping those who are affected by sexual harassment – to talk about how the person can react another time, where they can go get help, and telling them that it's not their fault and that what happened is not okay. And if we can be better at helping people – for example, to get them a psychologist through their pension – then I think it would make a difference."

Solution 6: Level of compensation and financial impact

There was general agreement among participants that the level of compensation for a victim who wins a case should be increased – and that financial consequences in case a company failed to meet the requirements for prevention, could increase the companies' commitment to preventing and dealing with sexual harassment:

"If a director or a company loses a case, they just laugh, because it's such a small amount"

"You could also say that there could be financial consequences for the company if there is sexual harassment in the company – and penalties so they can feel it."

Two cases: Dansk Metal and 3F: Interviews on experiences and good practice

Background: the trade unions' commitment to preventing and dealing with sexual harassment

Since 2005, Dansk Metal and 3F have been part of the FIU-ligestilling partnership in which five trade unions work together to provide training and activities for trade union delegates with the aim of creating more equality both inside and outside the unions. Equality, including the work to create a labour market free of sexual harassment, is an integral part of the work of both 3F and Dansk Metal.

When the #MeToo movement took hold in Denmark in 2020 – after the TV presenter, Sofie Linde, gave her famous speech about her own experiences with sexual harassment when she hosted a televised award show – it created a momentum like never before. Sofie Linde's speech and all the revelations about sexually harassing industries, cultures, and workplaces that have since come to light, have created a greater general understanding in Denmark about the fact that sexual harassment is a widespread problem and that it needs to be taken seriously.

This increased focus in society led, among other things, to a statement from a united trade union – including 3F and Dansk Metal – that was published in Danish newspapers on 23 October 2020. The title was: "The top of the trade union wants to put an end to sexual harassment in society". In this statement, the trade unions made clear its commitment to preventing and dealing with sexual harassment – both in the Danish workplaces and internally within the trade union itself. The statement thus included a clear recognition that sexual harassment also exists within the trade union itself, and therefore, that they would look inwards.

Over the past few years, the trade unions have formulated at least nine recommendations, which provide an insight into what the trade unions believe is needed before we can get a labour market free from sexual harassment. These are:

1. The Equal Treatment Act should clarify: 1) that the employer is *obligated* to provide a harassment-free environment, 2) *when* the employer has

fulfilled this duty, and 3) *what* measures are relevant in this respect. In other words, the employer's *indirect objective responsibility* must be introduced (see page 8).

2. The level of compensation in the Equal Treatment Act must be raised to at least 50,000 DKK, or 6,700 EUR
3. Higher compensation in serious cases and clarification of the calculation of compensation.
4. All major companies must have a policy on preventing and dealing with sexual harassment, a plan for implementation, and ongoing evaluation.
5. A code of conduct on the use of confidentiality and anonymity clauses should be agreed between the government and the social partners.
6. The Danish Working Environment Authority will launch a number of sector specific initiatives on the prevention of sexual harassment, including a guidance initiative.
7. The boards of the vocational schools must ensure that the schools have a policy against sexism, both in the classroom and in their free time.
8. The Danish Working Environment Authority must prepare an annual compilation of experience.
9. The Danish Working Environment Authority will increase the focus on sexual harassment and other offensive acts in The Danish Working Environment Authority's survey-checklists.

At the time of writing (November 2021), both 3F and Dansk Metal are involved in the Ministry of Employment's tripartite negotiations on sexual harassment, where the social partners are trying to find an agreement on how to tackle the challenges of sexual harassment more effectively in the future.

Case 1: Dansk Metal

Methodology and overview

Methodology for gathering knowledge on the initiatives of the Dansk Metal

In order to gain insight into Dansk Metals' initiatives that are aimed at dealing with and preventing sexual harassment within the organization, an interview was conducted on 1.11.21 with Kristine Esrom Raunkjær, consultant in the Gender Equality and Diversity Team, who has been a major part of both the development and implementation of several of Dansk Metals' initiatives. The following descriptions are based on this interview and access Dansk Metal's policy "Sexual harassment and bullying".

Overview of Dansk Metals internal initiatives

Of the initiatives described below, some have already been implemented, while others have not yet been launched. Dansk Metal's initiatives on sexual harassment are:

- Initiative 1: Policy "Sexual harassment and bullying"
- Initiative 2: Internal preventive workshops in all Dansk Metal's teams
- Initiative 3: Courses in local branches of the Confederation of Danish Metal
- Initiative 4: Survey on well-being, including sexual harassment, among the organization's employees
- Initiative 5: Survey on sexual harassment among members
- Initiative 6: Prevention of sexual harassment in the automotive sector and best practice departments
- Initiative 7: Gender equality as part of the initial training of Dansk Metal's delegates

The background and content of these initiatives, as well as the lessons learned from them, will be described in this section.

Initiative 1: Danish Metal's "Sexual harassment and bullying" policy

Background

Dansk Metal's support for and work to revise the Equal Treatment Act,

introduced on January 1st, 2019 (see page 7), meant that they also wanted to look at their own internal handling and prevention of sexual harassment:

"Because we were involved in making demands externally to work-places, we felt that we had to meet these demands ourselves, whether the changes to the law would be reality or not. So, the policy was part of us living up to the employer responsibility ourselves. The Confederal President of Dansk Metal [Claus Jensen] decided that both the policy and the preventive action, which has taken up a lot of space in the last few years, should be made."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Sexual harassment was written into a policy that Dansk Metal already had on bullying, so that the policy covered both issues. The addition of sexual harassment was done in a revision made in June 2019, which means that Dansk Metal has had a policy on sexual harassment for about 2.5 years.

Content

As part of the work on this report, we were given access to read the Danish Metal Association's policy on bullying and sexual harassment, and the following descriptions are based on this.

The policy defines both "bullying" and "sexual harassment" – sexual harassment is defined as in the Equal Treatment Act (see page 6-7).

The main focuses of the policy are:

1. Responsibility.

The policy places overall responsibility for ensuring a work environment free from sexual harassment with management. It is emphasized that management has a duty to respond to incidents, but also that colleagues also have some responsibility. This means that witnesses are expected either to speak out against the sexual harassment or to inform managers or others about the incident. The policy does not mention that the harassed person has a responsibility to speak up, thus keeping the focus on the fact that it is management and the collective – and not the individual person subjected to the sexual harassment – that is responsible for

ending the sexual harassment.

2. Procedure for handling.

In addition, the procedure for how sexual harassment will be handled, step by step, is also described in detail in the Dansk Metal's policy. It describes how a case can be reported, as well as what those involved can expect to be initiated in terms of meetings, actions, etc. once a case has been reported. In this way, those involved avoid being surprised by what will happen, which can mean that the situation feels safer for everyone.

3. Consequences.

Dansk Metal has chosen to write in its policy that a case of sexual harassment will in all cases trigger a verbal warning, and that a case may trigger additional employment consequences.

4. Further course.

The final main focus of the Dansk Metal-policy is on the time after a case has been reported and dealt with. The policy states that follow-up measures should be agreed on and that management is responsible for this part of the process. This point is important because a case of sexual harassment can have long-lasting consequences for those involved – for their well-being, cooperation, etc. It is therefore positive that ensuring the future well-being of those involved is a focus of the policy.

In general, the strength of Dansk Metal's policy is that the handling and the course of a case are described in detail, step by step. This creates transparency in the process, greater feeling of safety for those involved, and then this part of the policy helps to ensure that cases will be acted upon, as the division of responsibilities is made clear.

Revision of the policy

It is not systematized that – or how often – the policy should be reviewed. This work lies in the HR department Dansk Metal and not in the Gender Equality Team, where Kristine Esrom Raunkjær works. On the role of the Equality Team in relation to the sexual harassment policy, she says:

"We in the Gender Equality Team are mostly employed to create change in the workplaces, but sometimes we also provide input to the work in the organization itself, because these can be

interconnected; the internal and the external work. So, we look at policy more ad hoc."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Team for Equality and Diversity.

How to ensure that employees are aware of the policy?

Of course, an important part of having a good, detailed sexual harassment policy is that employees know that it exists and where to find it. At present, it is not a mandatory part of recruitment or induction for new employees to be introduced to the policy. It is therefore up to the individual employee to read the policy on the organization's intranet – or up to the individual manager to choose to review the policy with the new employee.

However, Dansk Metal has been working to ensure that existing employees are aware of the policy. One of Dansk Metal's other initiatives – the internal prevention workshops that have been completed in all of Dansk Metal's teams – has been to inform all teams and employees about the organization's policy on sexual harassment. About this work, Kristine Esrom Raunkjær says:

"Each workshop we ended by explaining the procedure for dealing with sexual harassment on a very practical level by saying who to contact etc. if someone experiences sexual harassment. So, it wasn't the whole policy that staff were introduced to, but the fact that there is a policy on the intranet was mentioned."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Initiative 2: Internal preventive workshops in all of Dansk Metal's teams

Aim of the initiative

In spring of 2019, Kristine Esrom Raunkjær conducted workshops, lasting about 1 hour, in all 16 teams. The workshop was also offered to the other tenants in Dansk Metal's federation building on Mønstertorvet in Copenhagen.

The aim of the workshop was to work preventively by training employees to communicate about situations they experience as crossing the line.

"At the same time as we were making the policy, all teams in Dansk Metal had to have a prevention workshop about boundaries – and communication about boundaries – in the workplace. I was given the task of implementing this, and all the teams, the Metal School and the Contact Centre have now been through this workshop. It was a prevention workshop, where I explained that Dansk Metal had been in a process where we had made some demands on employers, and we also wanted to meet those demands ourselves, and that's why we're doing this."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Content

To prevent sexual harassment, internal workshops addressed issues such as language, boundaries, and culture. One of the ways in which this was done was to play the dialogue game "Crossing the line".

What is the game "Crossing the line"?

"Crossing the line" is a dialogue game developed by the trade union. The game is played by dividing participants into groups and asking them to talk about different statements that are written on some cards. These statements could be "You look great today!", "That dress fits you really well", "Promotions happen in the copy room" and so on. The idea of the game is for participants to talk about whether they think each statement is above crossing the line or not – and to what extent.

The dialogue between the participants – expressing and listening to what each other are saying – is the focus of the game. The game thus trains employees' awareness of the fact that we all have different boundaries, and the game also trains employees' ability to communicate about these boundaries.

"At the workshops, I first explained how sexual harassment is defined, and then we played the dialogue game "Crossing the Line" to make people aware that they have the right to decide where the boundaries are for them at work – both physical and communicative boundaries. So, the focus was both to empower people in the rights they have – rights everyone may not necessarily know they have if they haven't been made aware of it. And then the focus was also to train a language about boundaries. We also talked about how the culture we have plays into the possibility of setting boundaries and saying no – and how it can be easier said than done to say no. We

talked about what kinds of things we do at a group level that affect an individual's ability to say 'no'. So, we talked about some of the barriers that can hinder someone enforcing their boundaries."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Preventing sexual harassment in the workplace is very much about training employees and managers to:

- 1) understand that everyone has different boundaries
- 2) increase employees' awareness of signs that tell them they have crossed someone else's boundary; and
- 3) learning to express and talk to each other about boundaries.

It is therefore important that the workplace – like Dansk Metal has done – tries to establish a language that can be used to communicate about boundaries. When employees have talked about boundaries with each other and how it is okay to set boundaries, and when they have learned a phrase like "this is crossing the line", this in itself can prevent sexual harassment – and it can also make it easier to deal with a situation that is potentially crossing the line.

The dialogue on boundaries can thus build a culture and a norm where harassment is something we all share responsibility for preventing. Therefore, it is positive that Dansk Metal has held these workshops for all employees.

Lessons learned from the preventive workshops: on dismantling reservations

Sexual harassment is a difficult and taboo subject. It is therefore not surprising that in the run-up to Dansk Metal's internal workshops, there was a degree of reservation, but also curiosity, among employees about discussing sexual harassment and boundaries with colleagues.

"Before the workshop, there was often a 'what are we doing?' vibe and a bit of nervousness, excitement, and curiosity – and maybe some sort of reservation and some jokes about what we're doing."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and

Diversity Team.

Employees joking about the topic, or the workshop, can mean several things. Jokes can be ridiculing, but they can also be an expression of nervousness or uncertainty because the topic is difficult or unfamiliar to talk about – and therefore, joking is not necessarily an expression of bad faith or lack of seriousness.

Given the difficulty of the subject, it may therefore be important to try to dismantle potential reservations so that the preventive initiative can have the desired effect. This is how Kristine Esrom Raunkjær describes this work in Dansk Metal:

"I think the workshop's approach to the topic – talking about boundaries – is a premise that's hard to disagree with. Plus, when the dialogic comes into play, for example with "Crossing the Line", it opens people up a lot. Because reservations can often be about "does that mean I can't say certain things?". But if the frame of the conversation is that your colleague might think something is crossing the line, then the conversation becomes more low-key rather than an ideological battle. After all, most people want to be decent colleagues – most people can agree to that. So, the dialogical form is perhaps also a way to get around some of the big ideological trench wars that can arise when talking about sexual harassment. I think we succeeded with that quite well. So, focusing on the concrete boundaries of your colleagues and focusing on the dialogue has probably meant that we have managed to get around the reservations or resistance that can arise."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Lessons learned from the prevention workshops:

The importance of the participants

The experience from the internal workshops has been that it is important to take into account what kind of employee are participating in the workshop – their differences, similarities, starting points, knowledge, etc. According to Kristine Esrom Raunkjær, it has been an advantage that the participants in Dansk Metal's internal preventive workshops are all employed in a trade union:

"Because we are in the house of the national union with people who are employed in a trade union this means that the employees often have some understanding of these issues."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

But despite this particular similarity, it was also clear that the participants' differences shaped the conversation:

"Of course, there were also generational differences, gender differences, different professions and backgrounds, and things like that. For example, some older generations have been used to a different way of speaking, which meant that sometimes the older employees placed the statements in the game "Crossing the line" in a slightly different way than the younger ones. My experience is that the generational difference has been an opportunity to talk about some of the differences that exist between different generations, because the workshops created a space for that talk."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Instead of the participants' differences shaping the dialogue when playing "Crossing the line" in a negative way, it instead became an opportunity to talk about different perceptions of boundaries and what is okay to say and do. When older employees in some cases had a larger "tolerance" for what was okay to say, Kristine Esrom Raunkjær describes that her task therefore became to create an understanding among this group as to why younger employees may have another level of "tolerance". She describes these experiences as follows:

"I have supported the dialogue about different boundaries by showing the statistics of who is subjected to sexual harassment. In this way I show that there are some who are much more at risk of sexual harassment – and this is correlated with gender, age, etc. And in this way, I have tried to make it clear why, for example, the joke: "at my age, sexual harassment is a perk", is not constructive. So, I've tried to explain why it's not funny, because for those who are more vulnerable, sexual harassment is not a perk – because they're

the ones who are most vulnerable. So, I've tried to underline that there is a big difference between being flirted with or getting a compliment that you think is nice to get, and then sexual harassment, which is something you don't like. So, we've talked about that, including trying to call people into a role of solidarity. I've certainly tried to do that."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Positive feedback

Although no follow-up work has been done in Dansk Metal, asking employees about their thoughts on the preventive workshops, Kristine Esrom Raunkjær thinks that employees have generally liked the preventive workshops. She herself experienced that good dialogues were created in the workshops:

"There have generally been created some very constructive, dialogic spaces in the workshops, and I've heard positive feedback. I've also heard some colleagues refer to a situation afterwards where they said: 'this was crossing the line'. This shows that language has been developed that is not so dangerous to refer to. And I think that has been useful. But we could also do an overall evaluation of the workshops."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

The dialogical approach: Considerations and reservations

However, Kristine Esrom Raunkjær stresses that she maintains a certain openness to the fact that it can be difficult for her to know whether all employees in a workshop have been comfortable enough to express their thoughts and boundaries honestly. That's why she thinks it's important to consider what dynamics might be at play – either overtly or more subtly – in a group dialogue.

"I don't think there have been any major challenges in the preventive workshops. But of course, there is always a consideration about whether people feel comfortable enough in the dialogue to actually use their voice and say what they think. So that's an attention point you must have when you do a workshop like this, because otherwise it can just turn into a replay of a problematic structure and culture."

There may be some places where I, or the team leader, have become aware during the workshop that there are some employees who are very dominant and that this makes it difficult for others to really say where their boundaries are. So, in these teams the workshop probably worked more as a means to point where some of the problems are. And the manager is always there, so the manager also has the opportunity to follow up on the workshop, and some have said they will do that. Some managers have said that they have become aware of certain dynamics. So I've had an awareness that some dynamics in a team might mean that some people don't set the boundaries that they want to because the culture of the team doesn't allow for that – for example, because some people are afraid of being on the outside or being seen as weak or something like that."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

The importance of support from the management

Because there can often be varying degrees of resistance to talk about a difficult issue such as sexual harassment, it is important that management clearly and openly supports this work. It is therefore important that the initiative, and the mandate for this work, is given from the top, so that every employee understands that there it is a requirement from the employer that everyone take the work seriously.

"The fact that it is the Confederal President who has initiated these workshops also means that someone like me – who carries out the workshop – is handed some authority."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Challenges in creating lasting culture changes

Initiatives aimed at creating positive cultural changes that can help prevent sexual harassment require active engagement. As Dansk Metal has experienced with the internal prevention workshops, it is possible to change a workplace culture and, for example, to create a common language for when something is crossing the line.

But the challenge is often to maintain this culture, as it requires ongoing follow-up. On these challenges Kristine Esrom Raunkjær says:

"The workshops were completed in all teams, and it was a very high priority and rarely was there a missing employee for the workshop. But of course, new employees come in all the time, who then have not attended the workshop. Some teams have asked me to come back and do the workshop a second time because they said they had a lot of new staff. The trick, of course, is to maintain the culture. Because if a lot of new people are hired, the culture changes, and so there is a need to re-establish some norms about respect for others, etc. But it's not quite systematized how we ensure that new employees also come to the workshop. So that might be an area for improvement."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Initiative 3: Workshops in local branches of Dansk Metal

Content

Dansk Metal's internal prevention workshops were expanded to also include Dansk Metal's local branches. Kristine Esrom Raunkjær has run these workshops together with a colleague from the Gender Equality Team, which – in addition to what was covered about the internal workshops – also covered how best to handle when a member tells about experiencing sexual harassment. These workshops are run by two colleagues from the Equality Team who go to the local branches and run a workshop that takes about 1.5-2 hours.

Local branches' participation in workshops

The organizational structure of the Dansk Metal makes it easier to introduce initiatives internally in the house of the national union than in the local branches. If the President wishes to introduce an initiative in the house of the national union, it will be done. It is more difficult to get initiatives to the local branches:

"The Confederal President has called for departments to book the workshop – so there are some departments that have booked it and some that haven't. And the fact that the departments are autonomous is one of the things about the organizational structure that

both makes it more democratic, but it also makes it more difficult to introduce something in all local branches. And then COVID happened, which also made it more difficult to get the workshops to the local branches. I think it's about half the local branches we've been to. So, we're still in the process of getting the workshop out."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

An insight into the work of Dansk Metal can provide insight into how something like an organizational structure can be a barrier to the work of preventing sexual harassment.

Lessons learned from the external workshops

Although the external workshops have much of the same content as the internal ones, the two differ in several ways – for example in terms of the participants' knowledge of sexual harassment, as well as the impact of the workshop:

"When the workshop is done in one of the local branches, we get one step closer to the members and the 'outside world', so there is perhaps a greater variation in terms of where people are in relation to the topic of 'sexual harassment'. But again, I think it has worked quite well. But the workshop is probably not enough in itself – if there is a culture around allowing transgressive behavior, then a workshop is probably not enough. Then it's more of a first step, and I'm quite aware of that as well."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Although society in general has a long way to go before sexual harassment no longer exists, every little bit of prevention makes a difference. Therefore, initiatives such as Dansk Metal's workshops may not completely change workplace cultures, but they can pave the way for less resistance and a greater understanding of why sexual harassment is an important issue – and how language, culture, and different boundaries affect our working lives.

Overview of sexual harassment cases in the local branches

To get an overview of how many sexual harassment cases are handled in the local branches – cases that the house of the national union does not know

about - Kristine Esrom Raunkjær and her colleagues ask the local branches in which they facilitate a workshop, about how many cases they have had:

"There are a lot of cases out in the local branches that never reach us in Dansk Metal's house of the national union, because solutions are found, and settlements are made locally. So, when we have visited a local branch to do a workshop, we have asked how many cases they have. Because if you solve a case locally, we don't get to know about it here in the house of the national union. So, we've done a survey asking employees in the local branches about sexual harassment cases. And you can see that there are cases, and that the local branches also have some experience in dealing with sexual harassment, but that the cases are sometimes really difficult, and that it is also often the person who has been subjected to sexual harassment, who ends up finding another job. Especially, if it's an apprentice."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

As the workers' organisations also reported to the Ministry of Employment, there is generally no overview on the total number of cases of sexual harassment or the development year by year. Therefore, it is difficult to monitor developments, which can make it more difficult to create support for preventive initiatives – both at a political and an organizational level. Because when there are no clear numbers, it is also more difficult to motivate the right people to get involved in prevention work. That is why Dansk Metal's initiative, aiming to gather information on the number of cases, is important.

An insight into the cases that are solved locally in the Danish unions would contribute important knowledge about:

- 1) What are the main challenges in sexual harassment cases? (in the culture, in the handling, in the aftermath...)
- 2) What training do the relevant agents lack in order to be equipped to deal with a case?
- 3) How are the cases solved?

- 4) What are the consequences of the cases? (For the workplace, the harassed, the harasser...)

Initiative 4: Survey on well-being, including sexual harassment, among the organization's employees

Every year, companies must carry out the statutory health and safety survey, which asks questions such as "Have you been subjected to sexual harassment in the past 12 months?". In addition to this, for the first time, Dansk Metal has conducted a survey among employees in house of the national union in 2021, in which questions were asked about sexual harassment.

The sexual harassment part of the survey consisted of several questions asking, both the **direct** and **indirect** way, about sexual harassment (see page 9-10). This is positive as this kind of survey and these kinds of questions gives a more correct insight into the extent of sexual harassment.

Survey results

"In the well-being survey, no one reported that they had been subjected to 'sexual harassment' by staff when asked in the direct way. If an employee responds 'yes' – and there can be both advantages and disadvantages to this – then action must be taken. You can't have sexual harassment. You can have a certain level of stress, for example, and nothing needs to be done about it individually – but sexual harassment and bullying, that's something that needs to be dealt with. But in the indirect questions – for example, "Have you overheard a comment with sexual undercurrent?" – and you answer 'yes' to that, it's only dealt with at an organizational level. And to the indirect questions about different kinds of sexual harassment – of course, I would say – some people have responded "yes".

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Asked only in the direct manner – "Have you been subjected to sexual harassment?" – Dansk Metal's survey would not have shown any instances of sexual harassment/unwanted sexual attention. But because there were also questions

phrased in an indirect way, the survey gave a different and more accurate picture of the culture and potential challenges that exist.

To expect that no one would answer "yes" to the indirect questions is unfortunately unrealistic, and therefore Dansk Metal's survey does not indicate that Dansk Metal has particularly big challenges compared to other workplaces – instead, the survey shows that Dansk Metal now knows more about the challenges than most other Danish organisations and companies that do not ask in the indirect way:

"Asking in this indirect way is another tool that can be used to see if there is any sexual harassment."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Initiative 5: Survey on sexual harassment among members

Content and usability

In 2021, Dansk Metal conducted a survey among its members asking about members' experiences with sexual harassment and various forms of unwanted sexual attention. The survey collected info about the member's gender, LGBT+ status, age, employment type, and industry.

The results of the survey are subject to some uncertainty, as the desired number of male respondents could not be obtained. However, some of the results of the survey can be used as an indication of certain trends – trends that can be tested in future surveys.

The plan is to repeat this survey among Dansk Metal's members so that greater certainty can be obtained about the results and so that the survey's results can be published in full.

What did the survey show?

Although the following results should be read with caution, they are nevertheless interesting. Here is a selection of the study's findings¹⁵:

¹⁵ The results of the survey are described in the pamphlet "Guide on sexual harassment - for elected representatives", Dansk Metal, 2021

- Asked **directly**, "Have you experienced sexual harassment in the past 12 months?", **32% of LGBT+** people, **15% of women** and **3% of men** answered "yes".
- Asked **indirectly**, "Have you been exposed to one or more forms of unpleasant or unwanted sexual attention in the past 12 months?", **67% of LGBT+** people, **36% of women** and **22% of men** answered "yes".
- Younger members **under 40 were** particularly at risk.
- Among Danish Metal's sectors, the **automotive sector** was the one where most people answered "yes" to the question: "Have you been sexually harassed in the past 12 months?"

Initiative 6: Prevention of sexual harassment in the automotive sector and good practice departments

As a result of the 2021 membership survey, which showed the highest incidence of sexual harassment in the automotive sector, Dansk Metal will begin a project with the aim of preventing sexual harassment in the automotive sector.

With the support from the Danish Association, Foreningen Velliv, which works to promote mental health, Dansk Metal, in cooperation with the Association, Autobranchen Danmark, has started a project in which 10 companies in the automotive industry undertake to carry out a number of preventive activities over the course of a year. The project started in October 2021.

Content

The project targets the 10 companies' managers, delegates and employees, and therefore aims at creating some real and lasting changes in the workplace cultures of these companies.

"The project consists of a start-up seminar, where the manager and the delegates from the 10 companies get workshops in making policies, they get some knowledge about sexual harassment, and then we play the game "Crossing the line" with them. Each company has to set some goals for what they want to work on. In addition, we

will come out and do a "Crossing the line" workshop for all employees in the company, where we will also play the game. That workshop will probably take 2 hours. In addition, we will do some follow-up work by phone, and possibly also visit the company to follow up. We will therefore start from the objectives set by the company itself. Finally, we will also facilitate a follow-up seminar, where we can gather some good practice knowledge about the project."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

The aim is both to create change in the 10 companies, but also to gather knowledge about what works, so that this knowledge can be used to create positive change in even more companies in the automotive sector, and similar sectors where men are primarily employed.

Reservations and considerations

Because there is a large percentage of men in the automotive sector, male-female sexual harassment is not the type of harassment that dominates. Therefore, the specific characteristics of this particular sector has been a big part of the planning of this project. One of the things that will be a focus is working with a broader approach to violations:

"We're working primarily with sexual harassment in this project, but it's also more broadly about harassment – for example, LGBT+ or harassment based on ethnicity or race. We want to broaden it out because it's not necessarily male-to-female sexual harassment that's prevalent in the automotive industry, because there are workplaces where there are no women at all. So, it can also be harassment between men that is sexual in nature. But we have a theory that things are connected, so if you take action in one arena, then it will also make a difference in when it comes to other types of harassment. But the main focus is on gender and sexual harassment. When we can formulate a clear aim for the and also because, in the membership survey, we only asked about sexual harassment and not racial harassment for example."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

The difficult task of changing a workplace culture. What will it take?

In Denmark, there is little to no knowledge about exactly what measures and initiatives actually prevent sexual harassment in the workplace. That is why it is positive that organisations like Dansk Metal go out and gather the necessary data so that we can learn more about exactly what it takes to create a workplace free of sexual harassment. This lack of knowledge is one of the reasons why the Dansk Metal wants to implement this initiative in the automotive sector:

"The idea came when we thought about how to crack the code of what it would take to actually get to a place where the efforts are working. Because we have industries where we have some pretty high rates of sexual harassment. So how do you make a real and lasting change in a workplace culture? And of course, it's something that needs to happen in all of society, but in an industry dominated by men – there are 96% men among Dansk Metal's members - it's not a challenge that can be solved easily or quickly, but we want to come up with some more effective ways of approaching prevention and dealing with sexual harassment."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

"Good practice" departments

This project that targets companies in the automotive sector has given rise to an idea for a second project in which some of the local branches that have companies participating in the automotive sector project, can be turned into "good practice" local Dansk Metal branches – branches that are exemplary in dealing with sexual harassment cases.

This "good practice" project is on the drawing board but is not yet begun.

Background: The importance of good examples

Dansk Metal will launch the "good practice" initiative in some of its local branches that already know about and are committed to gender equality work:

"What we've talked about is doing the project in some of the local branches where they're already a little bit into the topic and already have a good grasp of it. That way we can get some examples that

other departments can learn from – because there are big differences between Dansk Metals local branches."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Because it takes a lot to make lasting changes in a workplace culture, choosing local branches that are already open to working on sexual harassment can be an advantage.

Another strength of the initiative is that there can be great potential for some local branches to become known as "good practice" branches from which other local branches can be inspired and learn. It can often be more effective for another local branch to encourage other branches to get involved in prevention work than for a gender equality team to do so.

Initiative 7: Gender equality as part of the training for delegates

Background and content

As part of the training for Dansk Metals delegates the last of four training modules includes a mandatory introduction of about three hours, which deals with norms, gender equality, ethnic equality, and LGBT+ equality – but not sexual harassment as such. This has been part of the training of delegates for about three years. Not all delegates make it to the fourth module.

"Delegate for everyone": the role of solidarity

Kristine Esrom Raunkjær, who is in charge of this part of the last module of training of the delegates, believes that these approximately three hours of training – and her focus on how delegates become "delegates for everyone" – can have a positive impact in terms of preventing sexual harassment:

"The introduction of equality and diversity at the fourth module in the training of the delegates, can perhaps be seen as the step before a real action to prevent or deal with sexual harassment. In the fourth module we talk about what it means to be female or LGBT+ in some of our professions and how to be supportive. So, it's something that may plant some seeds that will make these delegates better at dealing with sexual harassment as well in the future. It's

super exciting to get these topics into the identity of the delegate. And it's also called 'delegate for everyone', so it's about being trusted for everyone - even those who fall outside the norm, or those who don't look like you."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

According to Kristine Esrom Raunkjær, the fact that only three hours are allocated to the whole area of equality and diversity, it requires sharp prioritization of what this time should be spent on.

According to Kristine Esrom Raunkjær, it is also important that she, as a trainer, meets the participants openly in order to get the delegates in the forth training module to step into a role of solidarity and as a delegate for all:

"It's important when I meet the delegates in training that I'm open and constructive – it's important to be able to call people into a positive role. I call people into the role of delegate for everyone', so by doing that I'm pointing to where I want to go. I also try to create a positive attitude towards this work, because if you only focus on all the things that may make the delegates feel accused or wrong, for example, then there is not much chance of people changing. So, there's also that pedagogical consideration."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

The idea that in the future the "delegate for everyone"-approach will also be considered more as a common thread in the other modules of the delegates' trainings.

Overall experience of working with sexual harassment

Sexual harassment: from periphery to mainstream

Asked whether the trend, according to Kristine Esrom Raunkjær, is towards more or less support for working with sexual harassment, she says:

"Sexual harassment has certainly become a thing that can no longer be ignored. FIU-Ligestilling and the trade union have always worked on the issue, but it has long been a niche or an issue that we have insisted on continuing to work on, but which has been on the periphery. But sexual harassment today has moved from the periphery to the mainstream – that's what I see. And I also see that #MeToo has now become a common collective reference that exists in society. I have concrete experience of this, for example, when I have been out teaching. But there are also many different trends at the same time; there is also resistance in the form of: "What can I say? Am I not allowed to say anything anymore?"; the slippery slope argument; the political correctness argument; that you limit people's sense of what they can and can't say – and then there's perhaps also something about "being strong enough to get through something". There was a study where they looked at attitudes to #MeToo and there was a correlation between class and educational background and then people's attitudes. Here, men and skilled workers – some of those who are members in Dansk Metal – were some of those who had more resistance to #MeToo, so I think that's also at play."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

A safe, transparent process and agency

Another consideration that plays a role in Kristine Esrom Raunkjær's approach in her work to prevent sexual harassment is the issue of a safe and transparent procedure for the harassed and also the issue of preserving the agency of the harassed – that is, that the harassed person does not feel that as soon as a case is reported, the case disappears from his or her hands and ends up with consequences that the harassed person may not want:

"Where we are now – and with some of the cases that have happened – some people may be afraid to report cases because they've seen cases where people have been fired, or a case has had other major consequences. But it's not necessarily what the harassed person needed. Maybe a harassed person needs a different kind of redress or something else in order to be able to move on, and that's where I think there's a need to create procedural safety,

transparency and agency for the harassed person. That the person who tells about a case also has some say in how the case is handled."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

While the focus, for good reasons, has long been that sexual harassment is something that needs to be dealt with to a much greater extent than in the past, it is also relevant to consider who should have a say in *how* a case is handled – and what role the harassed person should have here.

Prevention is done better when the focus isn't to cast blame

Another key aspect of Kristine Esrom Raunkjær's work on sexual harassment prevention is about moving away from categorical, black-and-white ways of looking at sexual harassment and towards greater degrees of nuance in the conversation. Otherwise, she doesn't believe real, lasting change can be created:

"This more black-and-white thinking, for example about guilty and victim, can also be important to think about. A nuanced and dialogical approach, for example, is also about talking about sexual harassment and sexism as actions and culture, more than as something that is just linked to a single problematic person. And talking about sexual harassment as something we can all play a positive or a negative role in preventing. These are some of the considerations behind the interventions we make in Dansk Metal. I think you have to be careful not to go from one situation where nothing is done at all to a very 'punitive' and individualized approach to the problem – because that might not be the approach that creates the most organizational change or learning."

- Kristine Esrom Raunkjær, consultant in Dansk Metal's Equality and Diversity Team.

Case 2: 3F

Methodology and overview

Methodology for gathering knowledge on 3F initiatives

In order to gain an insight into 3F's initiatives to prevent and deal with sexual harassment within the organization, an interview was conducted on October 26th, 2021, with Susanne Fast Jensen, Equality and Diversity Advisor in the Gender Equality and Diversity Secretariat. The following descriptions are based on this interview as well as an insight into 3F's policy on harassment (see appendix 1, "Harassment - Policy and guidelines in 3F" page 89) and 3F's whistleblower scheme (see appendix 2, "3F's Whistle Blower Policy" page 91).

Background to 3F's initiatives

Like Dansk Metal, 3F was also involved in the advocacy for the revisions of the Equal Treatment Act, which came into force on January 1st, 2019, but it was particularly in 2020 that initiatives were launched internally in 3F on preventing and dealing with sexual harassment:

"A lot has happened around sexual harassment initiatives in the last year or two. The TV presenter Sofie Linde and her speech about her experiences with sexual harassment has been very important. It's a bit strange to have to say it, but she has. And then the petition that young women from the trade unions made after Sofie Linde had come forward, which presented examples of sexism and sexual harassment in the Danish unions, has also had an impact. About 284 women from different unions signed, and that also made a difference."

- Susanne Fast Jensen, Equality and Diversity Advisor, in 3F's Equality and Diversity Secretariat

Both Sofie Linde's speech, the union's statement in the papers, and the petition published on 27 October 2020 – with 284 signatures and 22 reports from women in the trade union about sexism – have played a role in launching initiatives internally in 3F:

"It was decided that we should do something extra, after the Confederal President was in the newspaper with the statement in October 2020. It was decided that we should make a special effort concerning sexual harassment until June 2021 with courses, playing "Crossing the line" etc. And then in June 2021, I did a review of the initiatives, and it was decided that we would continue for another year, and then we will evaluate again in June 2022 whether we have come so far that the initiatives can be integrated into ordinary work environment initiatives, and if there should still be a special effort around sexual harassment. So, in that way there will be a follow-up once every six months, where I will make a report to 3F's management."

- Susanne Fast Jensen, Equality and Diversity Advisor, in 3F's Equality and Diversity Secretariat

Overview of 3F's initiatives

Of the initiatives described below, some have already been implemented, while others have not yet been launched. 3F has the following initiatives on sexual harassment:

- Initiative 1: 3F's policy on harassment
- Initiative 2: "Crossing the line" workshops within the organization
- Initiative 3: 3F's whistleblower policy
- Initiative 4: "Crossing the line" workshops in 3F's local branches
- Initiative 5: Collecting information on the number of cases in 3F's local unions

The background and content of these initiatives, as well as the lessons learned from them, will be described in this section.

Initiative 1: 3F's Policy on harassment

In 2020, a policy on harassment, including sexual harassment/unwanted sexual attention, was introduced in to 3F's house of the national union.

Content

The policy defines what counts as sexual harassment, which are: unwanted touching, solicitation of sexual relations, sexualized “jokes”, unwelcome requests, and viewing of pornographic material.

In addition, the policy also covers a range of offensive acts that can take place in the workplace, including bullying, withholding necessary information, hurtful remarks, being ridiculed, threats, hostility, belittling on the basis of age, gender, sexual orientation, ethnicity, or religious beliefs. The policy thus covers a wide range of violations.

In addition, the policy includes the following:

- **Statement.**

The first thing the policy says is that 3F wants a culture where all harassing behavior is unacceptable. This is a clear message to employees about what is expected of them in their workplace, which is positive.

- **Responsibility.**

The policy states that the person subjected to sexual harassment and colleagues who witness harassment should either speak out against the harasser or contact either their manager, the delegate, or HR. The harassed person and witnesses are thus given four ways to act against harassing behavior.

- **Seriousness and confidentiality.**

In addition, the policy stresses that managers, delegates, and HR must take reports of violations seriously and treat them with confidentiality.

- **Procedure for handling.**

The policy outlines who is responsible for the various steps in the process of dealing with a case of harassment, including unwanted sexual attention. The steps described are:

- Dialogue: When there is a case of violation, a dialogue must be started between the employees involved and the manager, the delegates, and HR – the latter are responsible for ensuring this step in the process.
- External advice: the policy allows for external advice to be sought if needed. This is decided by the manager and HR.

- Irresolvable conflict: If a conflict cannot be resolved through dialogue, the manager can ultimately make the final decisions on how to resolve the matter.

- **Consequences.**

The policy does not specify what consequences a harassment case will have – only that there may be employment consequences.

The development of the policy

3F has made efforts to involve a wide range of stakeholders in the development of the policy and to ensure that the HR staff of 3F is well versed in 3F's policy:

"The house of the national union's policy on sexual harassment was created by HR in cooperation with 3F's occupational health and safety organization. And it's something we're very keen on, that it's done in collaboration with the employees and the managers, so it's not just a piece of paper. There have been external presentations from experts in connection with the policy's creation. The HR department has taken it quite seriously, so the HR people around working in 3F's house of the national union – probably about 10-12 people – are regularly gathered for meetings on this topic. And the idea is that they will become local ambassadors in terms of explaining the policy and the efforts. So, they've had training."

- Susanne Fast Jensen, Equality and Diversity Advisor, in 3F's Equality and Diversity Secretariat

Strengths and weaknesses of the policy

Susanne Fast Jensen highlights the fact that the policy covers a wide area, clearly expresses that harassment is not tolerated in 3F, and that the responsibility for creating a harassment-free workplace, are some of the policy's strengths:

"The policy defines what sexual harassment covers, and it's: unwanted touching, solicitation of sexual relations, sexual "jokes" and comments, unwelcome requests, and viewing of pornographic material – so it has these five things, which I think is pretty comprehensive and broader in scope than many other policies on the topic. And then it describes that 3F will not tolerate harassment, and I think

that in itself is preventative. Someone who might have a very rough tone would be able to see that this is not what we want here in 3F. It also says that colleagues have the right and duty to intervene if they sense that a colleague has been wronged. So, the policy is also trying to spread out the responsibility a bit. But I think the biggest strength is that harassers are being corrected a bit in terms of what they say and don't say – so the policy makes it perhaps both a bit easier as the harassed party to say no and a bit harder as a harasser to have a sexist or harassing behavior."

- Susanne Fast Jensen, Equality and Diversity Advisor, in 3F's Equality and Diversity Secretariat

However, it is worth considering how much focus is placed on the responsibility of the harassed:

"What I always find a bit difficult is that people are very quick to say that the person who has been harassed should speak out against the harasser. And it's only one of the four things a harassed person is encouraged to do, but I'd like to see this exact point getting even less focus, so that the organization really takes responsibility. But I think that for many people the thought of the harasser not needing to say stop can be very difficult for some to accept. Because many people say "well, I couldn't have known that the person would feel harassed", implying that what has been done is all right if someone doesn't speak up. But when the focus is on the person who has been harassed, saying they should speak up, then you are also saying something about where you think the responsibility for the harassment lies."

- Susanne Fast Jensen, Equality and Diversity Advisor, in 3F's Equality and Diversity Secretariat.

Dissemination of the policy

As in Dansk Metal, it is not systematic that all new employees in 3F are given the policy. However, information about the policy has been provided to current employees at 3F's house of the national union:

"The policy is on 3F Intra, and then the policy has been talked about at a staff meeting. And every department in the building has been

instructed to play the game "Crossing the line", and the manager and delegate also had to talk about the policy in connection with playing the game. So there has been an active effort to inform employees about the policy, but of course more could be done."

- Susanne Fast Jensen, Equality and Diversity Advisor, in 3F's Equality and Diversity Secretariat.

Initiative 2: "Crossing the line" workshops within the organization

All departments in 3F's house of the national union have been playing the game "Crossing the line" (see page 48), which aims at creating dialogue about boundaries in a workplace. About these workshops, Susanne Fast Jensen says:

"People found it interesting and a good dialogue, they learned about their colleagues etc., but: "It depends on who is saying the different statements. And it depends on the context." That has been the reaction from some people. So, this thing about some things being contextual is used by some to create a kind of distance to the topic and to the conversation. But I do believe that it's better to have tried playing game than not."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

One point that the game "Crossing the line" can be effective in demonstrating, is how boundaries and harassment *can* be contextual. For example, if an older male manager says to a newly hired, younger female employee, "Wow, you look good today," the comment may be experienced differently than if, say, it is said between two colleagues who also see each other in private.

"So, there's a myth – which of course isn't completely wrong, and yet – but that the context defines whether the things that are said, are harassing. And that way of thinking can legitimize a lot of things. But on the other hand, I think that if something is wrong in one context, then maybe you could just leave not do it, to make sure that it's not crossing the line."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

It is positive that the game "Crossing the line" can train participants to become more aware of how contexts such as power differences, differences in experience, age differences, etc. can influence the harassment risks. But the fact that context *can* play a role does not mean that "everything comes down to context".

The experience in 3F was thus, to a certain extent, that the point about the importance of context was used by some to keep the otherwise important talk about sexual harassment a bit at arm's length.

The commitment of management

The fact that 3F's Confederal President, Per Christensen, agreed that all departments in 3F's house of the national union should play "Crossing the line" shows that the subject is one that was taken seriously:

"It was a big change that all the departments here in the house of the national union were obligated to play "Crossing the line". It's very rare for the Confederal President to say anything about personnel policy: like "You have to do this, and if you don't participate or if you get sick, for example, you have to do it at another time." In all the years I've been here, I can't remember this ever happening. "

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

Initiative 3: 3F's whistleblower policy

Background

As part of 3F's united effort to deal with and prevent sexual harassment, which started in 2020, a whistleblower policy has also been made, where employees in 3F's house of the national union can report experiences of sexual harassment to an external lawyer i.e., someone outside 3F. This means that possible challenges in cases where a harassed person does not feel safe approaching their manager or someone else inside 3F, or cases where it would be difficult to handle the case internally in the house of the national union, can be avoided:

"The whistleblower scheme is done very professionally, I think. It's one of the lawyers who runs the most sexual harassment cases who has been hired to do this. So, it's both one of the most skilled and most expensive lawyers, so it's been taken seriously. It's a lawyer outside of 3F that can be contacted. Because if 3F's house of the national union was reported and it was 3F's own HR department that received whistleblower requests, then it would be a bit difficult for them to go and fire the Confederal President. "

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

Considerations about whistleblowing policies in a trade union

Because a core part of the trade union is to ensure that delegates, through their trade union work, contribute to improving well-being and working conditions, it is not straightforward simply to introduce a whistleblower policy:

"But the whistleblower policy presents a dilemma in the sense that we don't recommend to our delegates that they should make whistleblower reports. We recommend that harassed people outside of 3F's house of the national union should go to their delegate, so that the delegate can do the work they are elected to do. Because if all cases of sexual harassment in all of 3F is dealt with behind closed doors by a lawyer outside of 3F, then 3F will lose all the knowledge gathering and experiences about how to deal with and prevent sexual harassment. Then the role of the delegate would be diluted. So that's also a balance we're working on."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

It would be more difficult for the delegate and 3F's local branches to contribute to creating workplaces free of sexual harassment if they were not given the opportunity to gather any knowledge or experience on the subject, and therefore a whistleblower scheme cannot stand alone.

Initiative 4: "Crossing the line" course in 3F's local branches

A fourth element of 3F's work to prevent and handle sexual harassment internally is to encourage all 3F's local branches to also play "Crossing the line". This initiative was begun in the autumn of 2020 and will run until spring 2022:

"It was decided that all local branches should play "Crossing the line". A colleague and I should train the local branches in how to play the game. So, the manager and the delegates from the local branches would come to the training and play the game, and then they could go back and play the game in their own local 3F branch. This was written out from the Federation President to all local branches. Additionally, we also offered our local branches a series of courses at no cost to them."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

The challenge of volunteering

But because 3F's organizational structure is based on the sovereignty of the local branches, it is up to them whether they want to accept the Confederal President's invitation to play the game "Crossing the line". And because the initiative relies on volunteers, it raises one challenge in particular:

"A challenge is that when so much relies on something voluntary, it's those who have the least need who are going to ask for the course and thus become wiser and wiser and less sexist. I would guess that only 10 percent of the local branches have played the game "Crossing the line", even though they have been encouraged to do so."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

The challenge of volunteering is that it will largely be those who are already committed to preventing and dealing with sexual harassment that are most likely to go with the recommendation – and those who need it most often don't do it.

Experiences from the course

However, some things suggest that the course has opened some people's eyes to challenges they did not know about or had not talked about before:

"Something interesting happened when two of 3F's Equality and Diversity employees went to a local branch to facilitate a training on sexual harassment – on how to prevent or deal with it step by step if a case is reported. The two Equality and Diversity employees then meets the employees in the local branch who quickly say that they don't have any problems themselves, but that they would like to be equipped to deal with sexual harassment anyway. But halfway through this course, it's almost like a little explosion that happens, because then some of the women say, "I experience things like that here, too." So, the course actually ends up with them starting to talk about themselves and their own work environment, and that has then led to them subsequently choosing an equality officer who has already taken a course – and this particular local branch didn't have that commitment before. So they themselves were startled that there was sexual harassment in their own local branch. It is also proof that the management really did not know that there were problems, but it is also proof of how the culture itself is closed. Because someone from outside opens up the topic of sexual harassment and gives concrete examples of what sexual harassment is, then suddenly experiences arise. They managed to create a space where it became both visible and legitimate to talk sexual harassment. So, in that way, many, but small, things are happening."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

The importance of facts and dialogue

The work with the courses has shown that the dialogical and fact-based approach to sexual harassment is important:

"It's important that the courses are very fact-based, so we don't end up arguing about what people think, feel, or believe. So, when we present something, we are very careful to document. But it is in the dialogue – for example, when playing the game "Crossing the line" – that something changes."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

Avoid financial barriers

In order to avoid financial issues becoming a barrier and a reasons for local branches to not accept the invitation play the game "Crossing the line" or to request training about sexual harassment, all of this has been made free of charge for the local branches.

"I think that if money were to come out of the pockets of the local branches, then those who are a bit apprehensive would never sign up for a course – so the financial aspect I think is quite important to remove, so that does not become a barrier."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

Initiative 5: Collecting information on the number of cases

As Dansk Metal and other Danish trade unions, 3F does not have a complete overview of how many cases are handled each year in 3F, because cases are often handled locally or in the workplace itself, without the knowledge of the house of the national union. That is why 3F's fifth initiative is to gather information on cases:

"We are also trying to get an overview of cases across the country. Today, if someone reports sexual harassment to their local 3F branch, then the local department handles the case without alerting the house of the national union – unless it goes completely wrong, and help is needed. So, when a reporter, for example, calls me and asks me about the number of or development in number of cases in 3F, I don't know. But we do have an electronic case system, and we will try to do a make a search by looking for certain keywords. The plan is that once a year we will count how many cases there are, where they are geographically, which departments, collect info about the harassed, info about the harasser etc., so that we can follow the development. Because I think it's embarrassing not to be able to answer questions about what the situation is with cases in

3F. The plan is for it to be an open survey that everyone can access and read."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

Awareness of the problem is key to addressing sexual harassment. Until this knowledge about the cases - how many there are each year, where the most/least cases are, what the positions are, age, gender, etc. of both offender and offended - is gathered, it is both difficult to create commitment and motivation to prevent and difficult to know what strategy will be most effective.

Overall experience of working with sexual harassment

More seriousness around the subject

Asked what changes Susanne Fast Jensen has experienced in the past few years at 3F, she answers:

"Conversations about humor, boundaries, etc., I'd say are part of everyday life in 3F – including making a bit of fun of it. But in the past two years, people haven't dared to make nearly as much fun of the subject as before. So now it's much more an insecurity that shows up when people laugh a little bit because the subject seems a little heavy and difficult and people don't quite know what to do. There are a lot of people who want to be proper but who can't figure out exactly how. I don't think I've seen outright ridicule in the last year, now there is more of an uncertainty. So, the laughs are not about ridiculing the subject, but more about uncertainty, I sense."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

What creates support for the work?

In order to create the commitment needed to make changes, Susanne Fast Jensen's experience is that you have to speak to people's indignation by showing how wrong sexual harassment is:

"Creating or speaking to people's indignation by giving them some concrete examples of something that is clearly not right – that definitely helps to create support for working on the issue."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

Myths and barriers

But there are still some myths or barriers that can make it difficult to create a labour market free of sexual harassment. Susanne Fast Jensen says:

"I can see a tendency that if a group of people has worked together for a long time, then it's as if people have a common understanding that it's OK for us to behave in a certain way. Some say that because no new people have joined them, they think they've got a common jargon. But then they also say that if a new person came in, then they will pay attention. But of course, you have to work on prevention and management, even if you have been working together with the same people for a long time."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

If a group of employees has worked together for many years, it may be more difficult to get them to open up a conversation about harassment and unwanted sexual attention. Therefore, it is important to be able to communicate why this work is needed to this kind of employee group.

In general, it is a challenge – whether employee groups have been together for a long time or not – for employees to accept that sexual harassment is also something that can happen in their own workplace; that it is not just something that happens everywhere else:

"The myth of "sexual harassment doesn't exist here" still exists. The closer you get the less people are willing to think that sexual harassment exists. Many departments are absolutely sure that in their particular department, there is nothing wrong."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

Signs of change

In the almost 30 years Susanne Fast Jensen has been part of the equality and diversity work in the trade union, she has not experienced such a high level of commitment at a political level as we see in Denmark today:

"The serious work that the ministry had put into motion is something completely new. I have never seen such serious discussions and meetings on sexual harassment among the social partners. It is also new that the meetings are so relatively open – that you know who is represented at the meetings."

- Susanne Fast Jensen, Equality and Diversity Advisor in 3F's Equality and Diversity Secretariat.

It is expected that an agreement will be reached before the end of 2021.

Experiences gathered by 3F (part of the FIU-ligestilling partnership): Two policies on sexual harassment

Background: Two examples of sexual harassment policies

As part of the ASTRAPI project, 3F has gathered experiences from a Danish company and a Danish municipality. The delegate, working in the Danish company, was nominated in 2021 for a FIU-Ligestilling award which is given each year to a delegate who has made an exceptional effort to prevent sexual harassment and/or domestic violence.

The delegate was a key person in making a policy about how to avoid violence, bullying, and sexual harassment back in 2019 where sexual harassment was a much more difficult topic to gather support around.

This policy found its way to the municipality in which the company was located, and inspired by the company's policy, the municipality also made a policy about sexual harassment. This one delegate carries a primary responsibility for getting an entire municipality to work actively to prevent sexual harassment.

Content of the two policies

The two policies can be seen in appendix 3 "Avoid.... Violence, Bullying, and Harassment" page 96 and appendix 4 "About sexual harassment", page 98.

The focuses of the company's policy are:

- A statement about the aim of the policy
- A description of the specific challenges and situations an employee in this particular company can experience – situations that can develop into sexual or other types of harassment.
- Good advice on how to prevent a sexually or other types of harassing situation from occurring
- What to do if an employee experiences or witnesses sexual or other types of harassment
- How to help a co-worker who has been subjected to sexual or other types of harassment
- That it is the *experience* of the person subjected to the harassment that counts.

The focuses of the municipality's policy are:

- To define what sexual or other types of harassment is
- That it is the *experience* of the person subjected to the harassment that counts.
- To give example about what kinds of behavior counts as sexual harassment
- What to do if subjected to sexual harassment
- That the manager has the responsibility to take report of sexual harassment seriously and to act (and therefore, the person making the report cannot expect anonymity).
- A statement about what is expected of each employee when it comes to behavior and workplace culture

Other preventive initiatives

The policy is just one part of the Danish company's initiatives to prevent and handle sexual harassment. The employee nominating the delegate for the award describes how sexual harassment has been a topic of conversation at morning meetings, and that the policy has been presented to all employees in the company. Also, new employees sits down with the delegate to hear about the company's stance on a non-sexually harassing work place culture.

PART 3: SUMMARY AND RECOMMENDATIONS

Summary, analysis, and conclusion

Summary and analysis

This section presents the main points of the report, which are formulated on the basis of the sources used and the empirical data collected from the surveys, the focus group interviews, and the two case interviews with 3F and Dansk Metal.

More research and more studies

It is clear from this report that more research and more studies are needed both nationally and in individual companies. Among other things, there is currently a lack of:

- National/representative surveys that do not ask about sexual harassment in the direct way, such as: "Have you experienced sexual harassment?", but instead asks about specific experiences with various forms of unwanted sexual attention.
- Studies that take an in depth look at how sexual harassment is handled in workplaces: who the harassed reaches out to first, what the consequence of sexual harassment is, what guidelines companies have for dealing with sexual harassment, how the harassed experiences the process of handling a case, and the like.
- National/representative studies looking at the relationship between the male-to-female ratio in a workplace, the level of sexual harassment, and pay levels.

There are several gaps in our knowledge about sexual harassment in the Danish labour market. This lack of knowledge makes it more difficult to motivate the right actors to change, because the extent and nature of the problem is not fully understood. In addition, the work itself to remove sexual harassment from the labour market is also made more difficult – when you don't know exactly what the problem entails, its dilemmas and barriers, then it is also more difficult to solve the problem.

Therefore, it is positive that organisations like 3F and Dansk Metal will collect knowledge about sexual harassment cases in their local branches.

Information on what "sexual harassment" actually means

There is a lack of knowledge in the general public about what "sexual harassment" actually means. What makes something count as sexual harassment? And what specific behavior, language, humor etc. can rightly be called sexual harassment? The answers to these questions need to become common knowledge, which is more information and more campaigns are needed. The aim is for everyone to know that *the experience* is what determines when something is sexual harassment. Secondly, there may also be a need to *specify* exactly what behaviors are covered by the term "sexual harassment".

If this knowledge was more common, it could help victims understand that the unpleasant sexual attention they have experienced is actually sexual harassment – and then perhaps more people would seek help. More people talking about their experiences could have a positive impact on the future well-being of the harassed parties and on more cases coming to light. In this way, a better understanding of what "sexual harassment" covers, can be an important factor in both preventing and dealing with sexual harassment.

Focus on transparency and trust

In order to bring more sexual harassment cases out in the open and to help more people who are distressed by their experiences of sexual harassment, it is important to focus on building trust. This includes both the trust the harassed people feel towards delegates, HR staff, managers, and others who are in positions to help the someone subjected to sexual harassment get help and/or report a case. An important aspect of this trust-building can be to make it clear that people who tell about their experiences with sexual harassment will not be forced to come forward, report a case, or the like. Therefore, transparency is an important aspect of trust-building. Fearing what the consequences of telling someone about experiences with harassment would be, may deter some from seeking the help they need.

Dialogue is effective but not widespread

This report suggests that it is not yet widespread for companies to make regular and continuous use of dialogical work on issues such as boundaries, language, humor, culture, norms, and the like in their work to prevent sexual harassment. Facilitating these kinds of conversations in every group of employees is both an important and an effective tool for prevention. There is some

evidence to suggest that companies either lack the knowledge about the effectiveness of dialogical initiatives and/or lack the knowledge about how to facilitate a dialogue on boundaries and harassment in a good way. In the survey with 197 respondents, a majority answered that they believe that what is needed in order to better deal with and prevent sexual harassment, is a greater understanding among employees that everyone has different boundaries and experiences. However, only few respondents said that their workplaces held meetings, training, workshops, courses, and the like on topics such as boundaries, humor, culture, and language. This may indicate that there is insufficient knowledge in these workplaces about the fact that these kinds of meetings are what is needed to create a greater understanding of each other's different boundaries and experiences in the workplace.

Create space for change and learning - beware of "zero tolerance"

It is important that all companies, for example in their policy on sexual harassment, write a statement where the company clearly states that sexual harassment is not okay. However, there can be some pitfalls in stating that there is zero tolerance in a company – particularly if zero tolerance is used or perceived as a word that indicates that any breach of the company's sexual harassment policy will result in termination. Both in the focus group interviews and in the interview with Dansk Metal, it was stressed how important it is for a company to be open to the fact that some harassers may be open to learning and changing. The argument is that zero tolerance can be a barrier when it comes to creating the necessary changes in companies' work environments. Therefore, it is important that companies strike a good balance between, on the one hand, having clear consequences for those who violate the company's guidelines and, on the other hand, the company's willingness to accommodate employees who are willing and able to learn from their mistakes.

Responsibility and the focus on saying no

The discussion about whether a violated person is responsible for or should speak out against sexual harassment has been very active in Denmark. Speaking out is often associated with being tough and strong, which is why not speaking out against sexual harassment is seen by some as a sign of weakness. But the conversation about speaking up focuses on the person who has been sexually harassed, and not on what is truly relevant, namely the harasser and/or the workplace culture that has failed to prevent the sexual harassment in the first place. It's completely fine to speak up if the harassed person wants to, but it may be a good idea to avoid writing in company policies and guidelines that the harassed person *should* speak up. This is not always possible for

a variety of reasons - nor is it always an effective way to stop the sexual harassment.

Sexual harassment is not about restrictions, but about solidarity

When workplaces launch initiatives to get a group of employees to talk about boundaries and sexual harassment, it is important to set the right framework for this dialogue. If not, there is a risk that the conversation will turn, for example, to restrictions and limited freedom for employees in terms of what they can and cannot say and do to each other. This conversation is neither relevant nor constructive when it comes to sexual harassment and there it can be a barrier to preventive, dialogical work. Therefore, it is important to create a different framework for this work, a framework based on solidarity. This means that dialogue between employees about boundaries and sexual harassment is presented as something that ensures that everyone in the workplace can look out for each other, respect each other, and behave in a way that crosses no-one's boundaries – something most people would be supportive of. This more constructive and positive framing of the dialogue can help prevent the resistance that might otherwise arise. It is therefore important to make the conversation down-to-earth and concrete, so that the conversation revolves around the employees' own experiences and boundaries – and not about abstract, ideological positions on, for example, freedom of expression or restrictions.

Get around the myth "Sexual harassment does not exist in our company"

Another barrier to starting preventive work may be that many people who do recognize that sexual harassment exists, cannot reconcile the idea that it may also exist in their own workplace – and among their own colleagues. The closer you get the less willing people often are when it comes to acknowledging sexual harassment as a reality – and that can especially be true if a group of employees feel like they all get along and know each other well. So instead of insisting that sexual harassment can also be found in this group of employees, it may be a good idea to get their support by saying, for example, that prevention is important just to be on the safe side of things, and that it is also about ensuring that sexual harassment does not occur in the future. It is therefore important to avoid a situation where a group of employees or a company perceive their support for preventive work on sexual harassment as some kind of confirmation that sexual harassment also exists in their own workplace.

The volunteering problem

As long as the work to prevent and deal with sexual harassment in Danish workplaces depends largely on volunteer-initiative, it will largely mean that those who are already committed to preventing and dealing with sexual harassment will become even better – and those who are not committed will never get started. It is problematic that the principle on volunteering thus contributes to a widening gap between those companies that actively prevent sexual harassment and those that do not.

Conclusion

Compared to other countries, Denmark is relatively far, and this report suggests that positive changes have taken place in recent years – and will take place in the coming years – both politically and in individual workplaces.

The greater understanding that has emerged in Denmark about how sexual harassment is a problem means that more and more people are focusing on preventing and dealing with sexual harassment. But as long as this work is voluntary, it is likely that sexual harassment will not be eliminated – or that it will take far too long. That's why it's important that both politicians and leaders dare to lead this work.

But while there is generally greater support for preventing and dealing with sexual harassment, there are still several myths and barriers that make this work difficult. Therefore, politicians, delegates, managers, HR staff and society in general need to continue gathering knowledge and data on sexual harassment – from surveys, union work, employee interviews, etc. – to become even better and more effective at breaking down the barriers and myths that still exist in Denmark around sexual harassment.

Recommendations for preventing and dealing with sexual harassment in the workplace

General recommendations

- Shift from a direct to an indirect language in surveys about sexual harassment in the labour market. Don't (only) ask the question "Have you been sexually harassed?", but ask about different, concrete types of

unwanted sexual attention ("jokes", comments, touching, invitations, etc.)

In December 2020, the National Research Centre for Work Environment made it clear that they were working on formulating different and more concrete questions, so that in the future they do not ask about experiences of "sexual harassment", but instead ask about experiences of specific forms of unwanted sexual attention ¹⁶

- More (specific) legislation on what a company is obliged to do to both deal with and prevent sexual harassment. The labour market will not be free of sexual harassment until greater responsibility is placed on employers/companies.
- Required training for management and delegates about how to prevent and deal with sexual harassment
- Requirement for companies to set up a forum where, among other things, sexual harassment will be on the agenda.
- Introduce a smiley system or something similar, open to the public, which indicates how a company is doing in their work to prevent and deal with sexual harassment. In this way, companies can use their good commitment to brand themselves positively to customers and new employees.
- The level of compensation needs to be increased further. There is not enough financial incentive to ensure that sexual harassment does not happen.
- Leave out – in policies, in conversations, etc. – the focus on how harassed people should speaking out against sexual harassment.

¹⁶ <https://nfa.dk/da/nyt/nyheder/2020/sexchikane-skal-undersoges-mere-maalrettet>

Recommendations for handling

- Find out what deters companies that don't have a sexual harassment policy from getting one.
- Require companies to have a sexual harassment policy that includes: a statement saying that sexual harassment is not okay; who to contact if someone experiences sexual harassment; that any concerns will be taken seriously; and how to handle a case – the latter in as much detail as possible.
- Establish whistleblower policies – but be careful that a whistleblower policy does not dilute or get in the way of other initiatives aimed at preventing and dealing with sexual harassment.

Recommendations for prevention

- Go through the company's policy on sexual harassment when hiring new employees.
- Pay particular attention to employees who are a gender minority in a workplace: women in male-dominated workplaces and men in female-dominated workplaces (and LGBT+ people). For example, set up mentoring initiatives where a manager, delegate or employee closely follows the minority employee and checks in regularly to talk about work life satisfaction and harassment. This can help to ensure that the minority employee is not subjected to sexual harassment, that they get help if it does happen, and that they do not leave their job and thus end up contributing to a gender-segregated labour market rather than contributing to its breakdown.
- Inform companies, managers, delegates, HR staff, etc. that conversations about boundaries, humor, language, culture, etc. are important and effective tools in the prevention of sexual harassment, because it creates a greater understanding of different boundaries and experiences, and because it trains employees to communicate about these very things.

SOURCES

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- Dansk Metal, *Guide on sexual harassment – for elected representatives*, 2021
- The National Research Centre for Work Environment, "Sexual harassment must be investigated more purposefully - both in research and in the workplace", 2020
<https://nfa.dk/da/nyt/nyheder/2020/sexchikane-skal-undersoges-mere-maalrettet>

Studies:

- The National Research Centre for Work Environment, *Arbejdsmiljø og Helbred i Danmark (Work Environment and Health in Denmark)*, 2018
- The National Research and Analysis Centre for Welfare, *En undersøgelse af omfanget af krænkende handlinger og konflikter på det danske arbejdsmarked (A study of the extent of abusive acts and conflicts in the Danish labour market)*, 2020
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Written by Sabine Thulesen with input from Susanne Fast Jensen

APPENDIX

Appendix 1:

Harassment - Policy and guidelines in 3F

We want a culture and a way of working where harassing behavior is seen as unacceptable and must not happen.

We want everyone to take responsibility for preventing and stopping harassing behavior, whether you are directly involved or witness to the harassing behavior of others.

We see harassing behavior as a psychological burden that has harmful consequences, not only for the victim, but for the whole team and the organization.

Offensive acts damage openness, trust in each other, and it hinders down knowledge sharing, productivity, and development.

Harassing behavior occurs when one or more persons repeatedly or grossly subject another person to conduct that is perceived by that person as degrading.

Harassing behavior is a collective term for bullying, sexual harassment, and other ways in which harassment can occur at work.

Sexual harassment is any form of unwanted sexual attention and may include:

- Unwanted touch
- Unwanted requests for sexual relations
- Sexual "jokes" and comments
- Unwelcome requests about sexual topics
- Display of pornographic material.
- Harassing actions can be both active actions and inaction.

Acts of harassment in relation to work may include:

- Retention of necessary information
- Hurtful remarks
- Unjustified deprivation or reduction of responsibilities and tasks
- Defamation or exclusion from the social and professional community
- Attacks on or criticism of the privacy of employees
- Being shouted at or ridiculed
- Physical assault or threat thereof
- Hostility or silence in response to questions or attempts at conversation
- Downgrading of employees' jobs, their work performance, or their competence

- Harassing phone calls
- Offensive written messages, text messages, pictures, and videos, including on social media
- Unpleasant teasing
- Discrimination, for example on grounds of age, gender, gender identity, sexual orientation, ethnicity, or religious beliefs
- The aim of taking action against harassing behavior is to contribute to well-being and a good mental working environment.

Guidelines

The employee - the one who feels subjected to harassing behavior

Employees who feel harassed should speak out directly to the person(s) committing the harassing behavior or go to their manager, union delegate, or HR.

The manager, the union delegate, and HR

The manager, the union delegate, and HR are obliged to take any report of wrongdoing seriously and to treat it confidentially.

The manager, the union delegate, and HR are obliged to take responsibility for finding a solution to the problem in dialogue with the employees involved.

The manager, the union delegate, and HR must follow up with the employees involved after some time to ensure that the offensive actions have stopped.

The manager and HR

The manager and HR decide if external advice is needed for the employees involved.

HR assists with the procurement of external advice.

If the conflict cannot be resolved, it is the responsibility of the manager to take the necessary decisions. The manager can involve the union representative and HR.

The close colleagues

Colleagues have the right and duty to intervene if a fellow colleague feels they are being subjected to harassing behavior, or if a situation is observed that could be characterized as harassing. As a colleague, you intervene in the situation itself or contact your immediate supervisor, union representative, health and safety representative or HR.

Colleagues are obliged to take seriously any report of wrongdoing and to treat it confidentially.

Conduct that may be considered offensive may result in employment law consequences for the employee

Appendix 2:

3F's Whistleblower Policy

3F HOUSE OF THE NATIONAL UNION'S WHISTLEBLOWER POLICY

1 INTRODUCTION AND PURPOSE

The purpose of this whistleblower policy is to ensure a safe and good workplace based on openness, transparency, and a professional and unimpeachable working culture.

The purpose of the whistleblower policy is to provide an independent and autonomous channel, complementary to the usual reporting channels, where all staff and elected persons remunerated by 3F's house of the national union can make anonymous reports of inappropriate incidents or behaviour of an unwanted sexual nature.

The whistleblower system is not intended to replace existing communication channels within the 3F's house of the national union, including the system of delegates, the HR department, and management. Rather, through the whistleblower channel, 3F's house of the national union wishes to create a forum for the reporting of cases of unwanted sexual attention which are either not suitable for handling through the existing channels or where the reporter wishes to be guaranteed full anonymity.

The following section explains how the whistleblower works in practice, including what can be reported and how reports to the whistleblower mechanism will be handled.

2 WHAT CAN BE REPORTED?

The whistleblower channel can be used to make confidential reports of incidents or occurrences of unwanted sexual attention associated with or related to 3F's house of the national union as a workplace.

The following list of unwanted sexual attention is an example of what is covered by the policy:

- unwanted touch,
- unwanted verbal requests for sexual relations,
- unwelcome inquiries about sexual matters; and
- showing of pornographic material.

The following are not covered:

- Offensive behaviour in the form of bullying and discrimination of a non-sexual nature or violence,
- Incidents involving sexism in the workplace,
- Violations of the Money Laundering Act,
- Issues relating to poor co-operation, incompetence, pay and other day-to-day or routine matters; and
- Reports on working environment, decision-making processes, or general management decisions.

Matters not covered by the scheme may be discussed with the immediate manager, the delegate, the HR department or the health and safety representative.

3 WHO CAN REPORT?

All employees and elected persons remunerated by 3F's house of the national union may make reports to the whistleblower channel. This includes, for example, salaried employees, employees paid

by the hour, consultants, part-time employees, and management. In case of doubt, the whistleblower hotline can be contacted by telephone, see below under section 4.

3F members are not covered by the scheme and therefore cannot make reports.

4 HOW TO REPORT AND TO WHOM

The whistleblower policy consists of an online reporting portal where written reports can be submitted and a telephone hotline where potential whistleblowers can contact for advice on matters, they are considering reporting or with questions about the policy itself.

4.1 THE REPORTING PORTAL

Written reports to the whistleblowing channel are made electronically on the domain: XXXXXXXX. The whistleblower channel is handled and administered by XXXXX lawyers, who are bound by confidentiality and professional secrecy, and reports are then passed to 3F's house of the national union's Whistleblower Committee, as set out below. The reports are submitted via a portal solution provided by a subcontractor, XXXXXXXX.

Reports can be submitted in both Danish and English, and the following information will be useful for the Whistleblower Committee to have for use in assessing a report:

- A description of the circumstances leading to the report,
- Name, department and contact details of the person, if any, who is the subject of the report; and
- Any documentation or evidence that supports the report.

3F's house of the national union fully understands that a reporter may not wish to provide their name and contact information. However, 3F's house of the national union encourages the reporter to identify themselves in the report to the attorneys to ensure the best possible conditions for a thorough investigation to be conducted regarding the reported matter. The attorneys will not be entitled to disclose any personal information about the whistleblower to 3F's house of the national union unless the whistleblower consents explicitly. The default for any report will therefore be complete anonymity towards 3F's house of the national union and the whistleblower committee.

If a whistleblower does not wish to provide personal contact information, it is possible to create an anonymous mailbox through the whistleblower portal that cannot be traced by either the lawyers or 3F's house of the national union. It will be possible for the lawyers to communicate with the reporter through this mailbox.

The reporter may also choose to report a matter without providing contact information and without creating an anonymous mailbox. It is entirely up to the individual reporter whether they wish to provide their name and contact details or not.

If a report is made about an incident not covered by the whistleblower policy, the lawyers will notify the complainant (if possible), and the lawyers will refer the complainant to another channel of communication.

4.2 TELEPHONE HOTLINE

If you are considering making a report to the whistleblower portal, or if you would like legal advice on how to handle an incident of unwanted sexual attention at 3F's house of the national union, you have the option of contacting the lawyers at XXXXXXXXXX.

The telephone hotline is open for enquiries on weekdays between 9.00 am – 3.00 pm. If no one answers the phone it is possible to leave a voice message, and someone will call back within 24 hours.

5 THE POST-REPORTING PROCESS

Once the attorney has received a report, the attorney will conduct a screening of the report to assess whether the content falls within the scope of the whistleblower policy.

If the report falls outside the scope of the whistleblower policy, the reporter will be notified to the extent possible.

If the report falls within the scope of the whistleblower policy, the lawyers will pass on its contents to the Whistleblower Committee at 3F's house of the national union.

3F's house of the national union may then choose to deal with the report internally, or to use external assistance from the lawyers in connection with the further investigation to which the report gives rise.

The Whistleblower Committee at 3F's house of the national union consists of the following persons, who, in consultation with the lawyers, will decide on the further processing of the report:

- 3F's Confederal Vice President,
- The person elected responsible for HR
- The management consultant of the Vice-President of 3F; and
- The HR manager of 3F.

If you as a whistleblower are in doubt about who currently holds the above-mentioned positions at 3F, you can contact the whistleblower hotline at any time to obtain clarification, see below.

In the event that the report concerns one or more of the persons from the Whistleblower Committee, the report will not be sent to the Whistleblower Committee. Instead, the lawyers will forward the report to 3F's Confederal President. Depending on the content of the report, the Confederal President may choose to involve the member(s) of the Whistleblower Committee to whom the report is not related to.

If the incident or occurrence reported gives rise to consideration of employment sanctions or police reporting, the person reported will be consulted prior to taking any further action.

6 PROTECTION OF WHISTLEBLOWERS

Individuals who make a report to the whistleblowing channel are protected from adverse consequences associated with the report itself, including dismissal and unfavourable treatment, provided that the report is made in good faith.

If the whistleblowing relates to critical matters concerning the whistleblower, or if 3F's house of the national union becomes aware of such critical matters concerning the whistleblower in connection with the whistleblowing, the whistleblower will not be exempt from any adverse consequences relating to those matters.

7 CONFIDENTIALITY

All reports to the whistleblower channel are treated in strict confidence by the Whistleblower Committee and the lawyers, who administer the policy as an impartial third party.

If the whistleblower so wishes, it is possible to make anonymous reports, in which case the lawyers will pass on the reports to the Whistleblower Committee without disclosing the origin of the reports.

Whether or not the whistleblower discloses their personal information in the course of making the report, the attorney will never disclose their personal information without first obtaining the explicit consent of the whistleblower.

If the reporter so wishes, they may at any time request the attorney to delete their personal data from a report.

8 PERSONAL DATA

The processing of personal data submitted in connection with the whistleblower scheme is subject to applicable data protection rules.

As it is the lawyers who administer the whistleblower channel, they act as data processor for 3F's house of the national union, which is responsible for the data. The person responsible for the data can be contacted at XXXXXXXX.

A data processing agreement has been made between 3F's house of the national union and the attorneys, which instructs the attorneys not to disclose personal data about a whistleblower to 3F's house of the national union if the whistleblower has requested anonymity.

Unless the report is made anonymously, the lawyers will process personal data about the reporter and, depending on whether consent is given or not, 3F's house of the national union will also process these personal data. In any case, 3F's house of the national union and the lawyers will process personal data of the person reported and any other persons mentioned in the report. These personal data are usually name and contact details, description of the reported matter, which may include one or more potentially criminal offences and/or employment law incriminating facts.

Information on actual and potential criminal offences is provided in accordance with the legitimate and objective interests of 3F's house of the national union in processing the personal data contained in a report, and these interests override the interest of the registered subjects in not being subject to processing or the fundamental rights and freedoms of the data subjects. The legitimate interests of 3F's house of the national union are to safeguard, protect and promote the credibility of the association and to prevent and detect matters likely to cause commercial harm.

3F's house of the national union's investigation of a report may involve the collection and review of additional information, employment sanctions, the notification of relevant authorities and the filing of police reports, etc. This information is also processed in accordance with the legitimate and objective interests of 3F's house of the national union.

The personal data that may be contained in a report will be kept secure and confidential by 3F's house of the national union and by the lawyers, both of whom use customary data processors whose data are stored within the EU.

Personal data contained in and linked to a report will be kept for as long as is necessary for the purposes for which the data was collected, and the specific period of retention will depend on the content of the report.

If the lawyers receive a report that falls outside the scope of the whistleblower policy, the report and the personal data contained in the report will be deleted immediately after the reporter has been informed that the report is not covered by the policy.

If the report falls within the scope of the whistleblower policy, the report and the personal data contained in the report will be kept by the lawyers until the report has been forwarded to 3F, after which the data will be deleted within 6 months at the latest.

The period of retention of personal data by 3F's house of the national union, contained in a report, will depend on the nature of the report and will be subject to an individual evaluation. 3F's house of the national union will delete data that are proven to be inaccurate during the investigation of the report.

A whistleblower has the right at any time to access the personal data processed by the attorneys and 3F's house of the national union about them and to request rectification or blocking of data that is inaccurate.

If you have made a report, you can contact the attorneys at XXXXXXXXXX regarding access, rectification, blocking, modification or deletion of your data.

If a reporter withdraws their consent to the processing of their personal data, the attorneys will no longer be able to process the part of the report that concerns the reporter, as the processing requires the consent of the reporter.

The person who is the subject of the whistleblower report will, in principle, be notified that information has been reported about them, who will have access to the information, the purpose of the processing of the information and the basis for the processing, including the legitimate interests justifying the processing, the period for which the personal data will be retained, (or if this is not possible to provide), the criteria used to determine this period, the right of the individual to request access to and rectification or erasure of personal data or restriction of processing of personal data, as well as the right to object to processing and the right to lodge a complaint with the Data Protection Supervisor. In addition, the subject of the report will be informed of any recipients or categories of recipients of the personal data, which will be the case, for example, if the whistleblower report gives rise to a police report.

A notification of the processing will be given when the report is received and the investigation is launched, unless the circumstances dictate that it must be delayed for investigation purposes or substantial and legitimate interest of 3F's house of the national union or of the person who issued the report, whose interests, in the specific situation, outweigh the interests of the person subject to the report.

The whistleblower, and the person about whom the report is made, have the right to complain about the processing of personal data in the context of the whistleblower policy. Such a complaint can be submitted to the Danish Data Protection Authority at XXXXX.

9 QUESTIONS

Questions about this whistleblower policy can be addressed to XXXXXX at XXXXXXXX.

Appendix 3:

Avoid.... Violence, Bullying, and Harassment

With this policy, we will do what we can to ensure that our colleagues can best deal with situations of violence, bullying and harassment.

The leaflet does not cover everything - but preferably everything. We want everyone to think twice - and to take action if necessary.

The leaflet has been made in a collaboration between employees and management at XXXXXXXX - anchored in the MED committee.

Violence

With our presence everywhere in the municipality - at all times of the day - we are possible victims of violence or threats of violence. At the same time, we stand out in our orange clothes - and as such are often the most visible representatives of the municipality in the street scene. That can cause problems. It's completely unfair - but unfortunately a possibility we must take seriously.

If unfortunate situations arise - we must be able to help ourselves and each other

When threatened with violence, or violent episodes

Always be aware of an impending situation > if possible, back out of the situation

If you can't - talk calmly to the other person > avoid any physical contact > try to back out of the situation.

If you observe a situation involving a colleague from a distance - go to support the colleague > it is a very big help for the colleague not to be alone > try to back out of the situation together

If the situation escalates - if possible call your manager - possibly also call a colleague who you know is in the neighbourhood. If there is no other way - call the police

Should violent episodes occur > get help as soon as you can and protect yourself as best you can - then forget about any equipment/machinery - your safety is paramount!

After an incident - always talk to your manager or a colleague/delegate

After an episode:

If necessary, call an ambulance

Talk to your manager or a colleague/delegate

Consider together with your manager or a colleague/delegate whether the incident should be reported to the police > report/or don't

Consider with your manager/delegate whether you want to report the incident as an injury at work - if in doubt - report it.

Talk about the episode - it helps

Consider talking to a professional about the incident - the local authority has an agreement with XXXX Healthcare where you are entitled to professional help from, for example, a psychologist > if you want help, talk to your manager or your safety representative and they will put you in touch.

Colleague help

You will often be the first to talk to your colleague after she has experienced an incident where he has been threatened or exposed to violence. It is therefore important that you know how to help your colleague immediately after the incident.

Just like with the violence - it is a collective responsibility to deal with any problems. We must intervene - all of us. The manager and the union delegate have a serious task - but no one can disclaim responsibility.

The signal XXXXXX is quite clear: **We don't want it!**

What do we do about it?

Intervene! Stopping bullying and harassment is a shared responsibility, but as we all know, leaders and elected delegates have a serious role to play. However, no one goes free - we all have a responsibility to take action.

The yearly survey is an obvious tool to use - but it is often no use waiting until "the survey". So, if action is needed, it is now! - and it's about bringing the problem to light

It is important to tell your manager or union delegate so that they are aware of the problem - and can act.

If bullying or harassment occurs because there are other problems at the Materiel Guard - we must address those problems. We can usually handle it ourselves - but if situations arise that we can't handle - we have to get help from outside - like XXXX, or similar. Outside help can be from a psychologist or similar.

And remember: it's always the victim's perception that counts - we shouldn't see it from our own point of view - but recognize if there is someone in the organization who feels bullied. And if it's true - then do something about it.

Appendix 4:

About sexual harassment

Harassment is when one or more persons in the company grossly or repeatedly exposes one or more other persons in the company to bullying, sexual harassment or other degrading behaviour at work. The behaviour must be perceived as degrading by the person(s) exposed. It is irrelevant whether the actions are an expression of disrespect or a clear desire to retaliate. It is the person's experience of the harassment that is central. Harassment is a collective term for bullying, sexual harassment and other forms of harassment that can occur at work.

Sexual harassment is a serious form of bullying/harassment that involves excessive or intrusive sexual attention from others.

Examples of sexual harassment:

- Unwanted touch
- Unwanted verbal solicitations for sexual relations
- Sexual jokes and comments
- Unwelcome enquiries on sexual matters
- The showing of pornographic material
- Sexual behaviour on social media

I have experienced sexual harassment - what can I do?

Contact your immediate supervisor and tell them about the incident.

If the complaint is about your immediate superior, you may want to contact his or her supervisor or your union delegate.

You may wish to discuss this with your trade union delegate. They can also help you to talk to your manager if you need to.

If the bereavement is serious, your manager may offer psychological assistance in connection with the bereavement.

The manager

As a manager in the municipality of XXXX, you have a managerial obligation to always act on reports of sexual misconduct, or if an employee in general feels they have been subject to harassment.

This also means that reports to manager cannot be made in confidence.

Staff policy on sexual harassment

In XXXX Municipality, we focus on the prevention of sexual harassment and in our personnel policy, it is described in the following way in chapter 12:

"We expect the culture and tone of our workplaces to be characterized by professionalism and propriety. This is a collective responsibility. If an employee finds that the workplace culture does not live up to this, it is his/her responsibility to speak up about this to colleagues, the manager, or the delegate.

If an employee finds that the culture is personally offensive, or if the employee finds that he/she is subjected to personal bullying, sexual harassment, or degrading treatment in the workplace, immediate action should be taken. This may be a single serious incident, or it may be a series of minor incidents which, taken together, are of a serious nature.

We encourage all employees to speak out, but recognizing that this can be difficult, we also state here that we have a collective responsibility in our workplaces and that as a potential witness, you are expected to take some responsibility for stopping this.

In the event of an incident covered by this policy, the local manager or his/her supervisor will be contacted, and the appropriate actions and measures will be taken. You can also contact your local delegate."