Gender Discrimination

- Treating an employee differently, based on the employee’s gender
- Example: A manager refuses to answer the emails from employees of a particular gender.

Employee's Responsibility

- Should report harassment, even if it was told to you in confidence.

Employer's Responsibility

- Ensure confidentiality for complainants, and protect them from retaliation.
- Replace outdated training materials, prioritize the training of managers, and consider in-person training where feasible.
- Leveraging workforce analytics to spot “problem” teams or individuals.
- Assess pay equity proactively, using a robust statistical approach to compare pay for similar work and support action where appropriate.
- Offering unreasonable sexual favors, requests for sexual favors, verbal or physical harassment of a sexual nature, or offensive comments about a person’s sex in general.

Discriminatory Hiring Practices

- Not reporting or intervening when discrimination is observed
- Although the subject is real, it is not a standard job task.
- A supervisor who does not report sexual harassment creates liability for the company.

- Example: A manager uses language in job descriptions unrelated to the job function or assessments, to screen and eliminate female applicants disproportionately.
- Example: An interviewer has an unconscious bias against women with young children.

Disparate Impact

- Pay discrimination
- Example: An employer pays employees differently, affecting their income.

Pregnancy Discrimination

- Discriminating on the basis of pregnancy, childbirth or related medical condition for hiring or job status
- Example: A pregnant employee is not offered an opportunity to work on a client project.
- Example: A manager forces a pregnant employee to take time off against her will, because she is experiencing morning sickness.

Sexual Harassment

- Quid pro quo
- Example: An authority figure offers or hints that he or she will give an employee a promotion in return for sex.
- Hostile Work Environment
- Example: An employee constantly makes inappropriate comments about coworkers’ bodies.
- Example: An employee frequently tells offensive or sexist jokes.

Organizational

- If employees of the same sex are available resources.
- Audited their handbooks, and new systems are in place for reporting workplace harassment.
- Example: An anonymous hotline or a bypass procedure for complaints.
- Ensure confidentiality for complainants, and protect them from retaliation.
- Reused outdated training materials, prioritized training of managers, and considered in-person training where feasible.
- Leveraging workforce analytics to spot “problem” teams or individuals.
- Assess pay equity proactively, using a robust statistical approach to compare pay for similar work and support action where appropriate.

Employee Actions

- Follow the golden rule.
- Report supervisors who are workplace harassers.
- You should report harassment, even if it was told to you in confidence.
- Avoid making assumptions or engaging in arrogance.
- Don’t swear or act out in anger.
- As an employer, you should follow pay equity principles.

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