

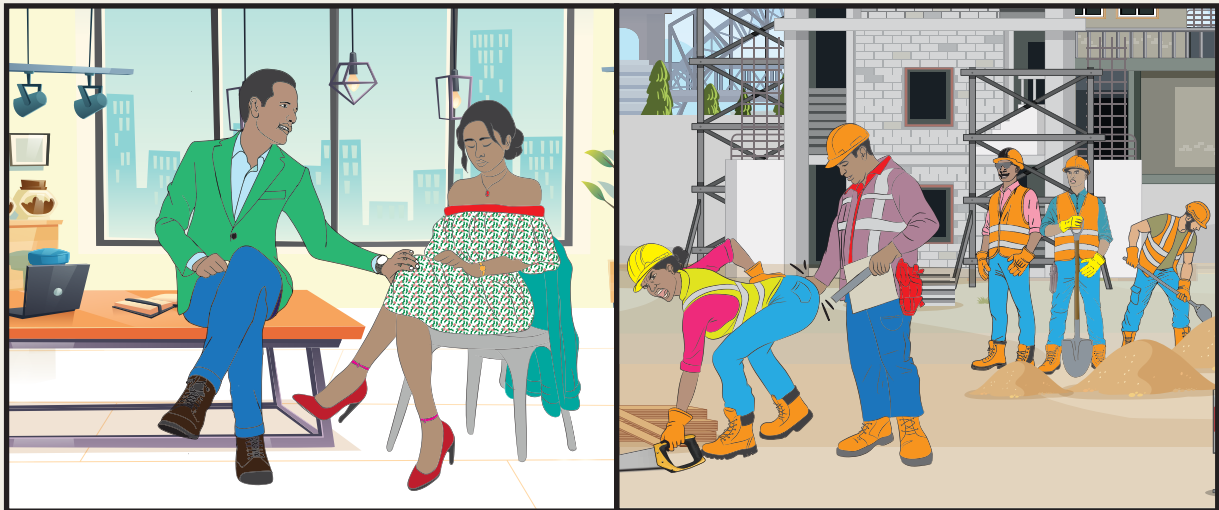


Norway



Creating Sexual Harassment-Free Workplaces

An Illustrated Guide for
Organizations and Companies



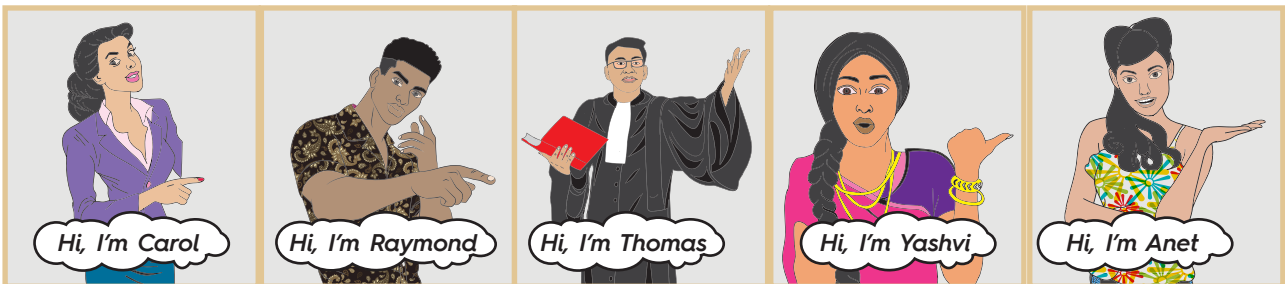
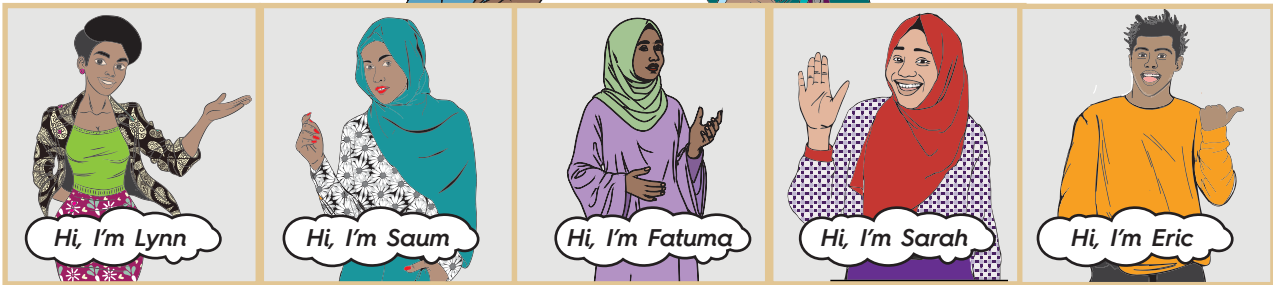
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giz Deutsche Gesellschaft
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Zusammenarbeit (GIZ) GmbH

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Meet your Guides



The **GIZ 'Employment Promotion for Women for the Green Transformation in Africa WE4D'** Programme is committed to enhancing employment opportunities for women, particularly in green sectors and companies driving the green transformation.

A core focus of WE4D is the creation of **safe, equitable and inclusive workplaces**. Addressing sexual harassment in workplace environments is critical to this mission, as gender based harassment remains a **significant barrier to women's** participation in the workforce. To ensure women can fully engage in economic opportunities without fear of **discrimination** or **harassment**, WE4D integrates gender sensitive employment strategies across various sectors, including:

- Sustainable agriculture and agro processing
- Renewable energy
- Circular economy and waste management
- Blue economy and aquaculture
- Eco-tourism and sustainable transport
- Construction and logistics

WE4D is commissioned by the **German government** and supported by key international partners, including the **European Union**, the **Norwegian government** and private partners like the **IKEA Foundation**. It is implemented by the **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**.

Through demand-driven public-private initiatives, WE4D advances **women's employment in green** sectors while promoting **inclusive and gender-responsive business practices**. Among its key activities, WE4D actively **promotes awareness** and **strengthens workplace policies** to prevent sexual harassment, recognizing this as essential to fostering a safe and dignified work environment.

Purpose of the Illustrated Guide


The Stop Workplace Sexual Harassment Illustrated Guide is a practical tool designed to support WE4D partner organizations, businesses, and stakeholders in **understanding, preventing** and **addressing** workplace sexual harassment. Given that **women are disproportionately** affected by sexual harassment, and WE4D is committed to empowering women, it is crucial to **sensitize all employees**, women and men, on recognizing, preventing and responding to sexual harassment in professional settings.

This guide aims to:

- Raise awareness about sexual harassment, its forms and consequences.
- Equip individuals with the knowledge and confidence to recognize inappropriate workplace behavior and respond effectively.
- Support organizations in developing policies and best practices to prevent and address sexual harassment.
- Encourage inclusive, respectful and gender sensitive workplaces that uphold professional dignity and equality.

Gendered stratification of societies, rooted in traditional gender roles and responsibilities creates a conducive yet unwarranted environment for workplace sexual harassment. The root causes stem from gender norms and organizational cultures shaped by the broader societal contexts with which employees identify. Workplace sexual harassment results from **unequal power dynamics** caused by:

- i) Patriarchal systems** that uphold and normalize male dominance over females in both public and private spaces.
- ii) Negative expressions of masculinity**, where abusive power dynamics are exercised by men over women who are perceived as inferior.
- iii) Unequal power dynamics** in the workplace, where women predominantly occupy junior roles while men often hold leadership and managerial positions.



iv) Entrenched power imbalances and gender inequalities, stemming from societal and cultural gender norms that marginalize, stigmatize, and stereotype women in both formal and informal work environments.

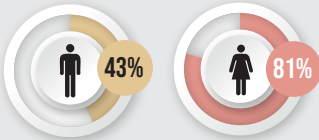
This illustrated guide aims to raise awareness about workplace sexual harassment, with a specific focus on its **disproportionate impact on women**. Gender **equality is a right** enshrined in international human rights law and is a **fundamental principle that guarantees fair and non-discriminatory treatment for all individuals**. Similarly, **bodily autonomy** is a core human right, affirming every individual's freedom over their own body, clothing choices and personal space.

Creating a workplace free from sexual harassment means fostering a **safe, respectful and inclusive environment for everyone**. Through this guide, WE4D reinforces the principle that **all individuals have the right to a harassment-free work environment**. Ensuring this guide is adopted by partner organizations is vital to achieving **equal employment opportunities for women and advancing gender justice**.

Using visual storytelling, the guide simplifies **complex workplace sexual harassment scenarios**, making them easier to understand, while also **challenging harmful societal and cultural gender norms, patriarchal systems, and negative expressions of masculinity**.

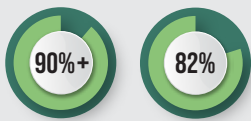
Data on Workplace Sexual Harassment

ILO on Reporting



81% of women and **43%** of men globally report experiencing harassment. Reporting rates remain low due to stigma and fear of retaliation

In Kenya's Real Estate Industry



90%+ of women in the industry have experienced sexual harassment.
82% of women have witnessed sexual harassment in their workplace.

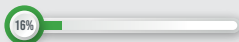
Sexual Harassment in Sub-Saharan African Newsrooms



30% of victims report harassment to their bosses.



58% of these complaints lead to no action or only a warning.



Only **16.4%** of respondents were aware of workplace SH policies.



Women are **2.5 times more likely** to be targeted.



Based on data from several countries including **Botswana, Kenya, Malawi, Rwanda, Tanzania, Uganda, Zambia** and **Zimbabwe:**

24% of men reported experiencing verbal harassment and **15%** reported experiencing physical harassment.

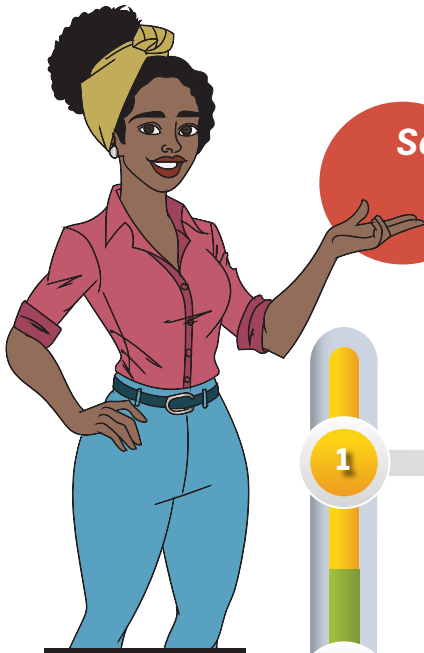
Source:

¹International Labor Organization, 2022. <https://www.ilo.org/publications/major-publications/experiences-violence-and-harassment-work-global-first-survey>

²New City University (2024). "Sexual Harassment Goes Unchecked in Many Sub-Saharan African Newsrooms.

³Women in Real Estate (WIRE). Women in Real Estate Survey on Sexual Harassment. Preliminary Report, 2024.

⁴<https://acme-ug.org/2021/07/22/sexual-harassment-is-rife-in-many-african-media-workplaces/>



Select all that apply as sexual harassment at work

1

At the office party, you overhear a manager telling a coworker "You look very sexy in that top. You should wear it more often"



2

A coworker compliments a colleague occasionally with comments like, "You've got great energy. I love seeing your smile," but stops when sensing discomfort.



3

During a team lunch, a coworker jokes, "You look tired today, maybe someone's keeping you up all night, huh?" and winks as others laugh awkwardly.



4

After a staff online meeting, a colleague shares a sexually suggestive meme. Some ignore it while others react with a laughing emoji.



5

None of the above.



Check your responses in the next page

Sexual Harassment Simplified



Example 1: Managers at the office party

A boss calling you **'very sexy'** at a work event isn't a compliment, it's sexual harassment. Power dynamics make it hard to reject, and intent doesn't erase discomfort. Work events are still professional spaces.



Example 2: Occasional compliments

Saying **'You've got great energy'** isn't harassment, it's a neutral compliment. The key difference? It's not sexual harassment, and if someone feels uncomfortable, the person stops. Respecting boundaries matters, and reading cues helps keep workplace interactions professional and comfortable for everyone.



Example 3: Coworker's jokes

A coworker joking **'You look tired today'** might seem harmless, but if it implies something sexual, it's harassment. Jokes that embarrass or objectify someone cross the line what's meant as 'banter' can actually create an uncomfortable workplace.



Example 4: Sharing suggestive memes

Sharing a sexually suggestive meme at work? That's harassment. Even if it's **'just a joke'** or **'dark humor,'** it can make others uncomfortable and create a hostile work environment.



Example 5: None of the above

1, 3 and 4 are sexual harassment. Keep going to find out more.

Definition of Sexual Harassment

Sexual harassment is any unwelcome advances, request for sexual favors, or sexual conduct that offends, humiliates, or intimidates someone and can occur in or out of office as long as it is work-related.

The Different Forms of Sexual Harassment

Sexual harassment can take many forms. Let's explore them below:



VERBAL

Verbal comments that focus on someone's body or have sexual undertones can create discomfort and are a form of sexual harassment.



NON-VERBAL

Persistent staring, leering, or suggestive gestures are nonverbal forms of sexual harassment that make potential victims feel uneasy. Displaying sexual images or materials in a shared workspace is visual sexual harassment.



PHYSICAL

Unwanted touching, even if presented as "friendly," is physical sexual harassment.



DIGITAL

Sending explicit messages, sharing unsolicited sexual content, making inappropriate comments online, or using technology to intimidate someone is a form of digital sexual harassment.



QUID-PRO-QUO

Offering job benefits in exchange for sexual favours is quid pro quo sexual harassment.



HOSTILE WORK ENVIRONMENT

A workplace filled with ongoing sexual remarks, jokes, and innuendos creates a hostile environment, a pervasive form of sexual harassment



Is it still sexual harassment if it happens outside the workplace? Think about this as you explore the rest of the guide.

Match each scenario to the type of harassment it represents. Keep in mind some scenarios may fit into more than one category.

A coworker comments daily "you're so sexy, let me buy you a drink"

Your boss touches your shoulders often during meetings despite your visible discomfort.

Your coworker sends sexually offensive memes to the common team slack channel.

Your coworker has a wallpaper of a lady in a bikini on his work computer.

In your new job, everyone openly makes sexually suggestive jokes.

Your supervisor wants you to go to her place for 'dinner' before she signs your review.

Verbal

Physical

Quid pro quo

Digital

Hostile work environment

Non-verbal

Key Takeaways

Definition: Sexual harassment is any unwelcome advances, request for sexual favours and sexual conduct that offends, humiliates or intimidates someone. It can occur in or out of office as long as it is work-related.

Sexual harassment comes in various forms. These are:



Sexual harassment interferes with a person's ability to do their job comfortably and can target anyone regardless of their gender, role or status.

I. Physical and Verbal: Unwanted Comments on Appearance

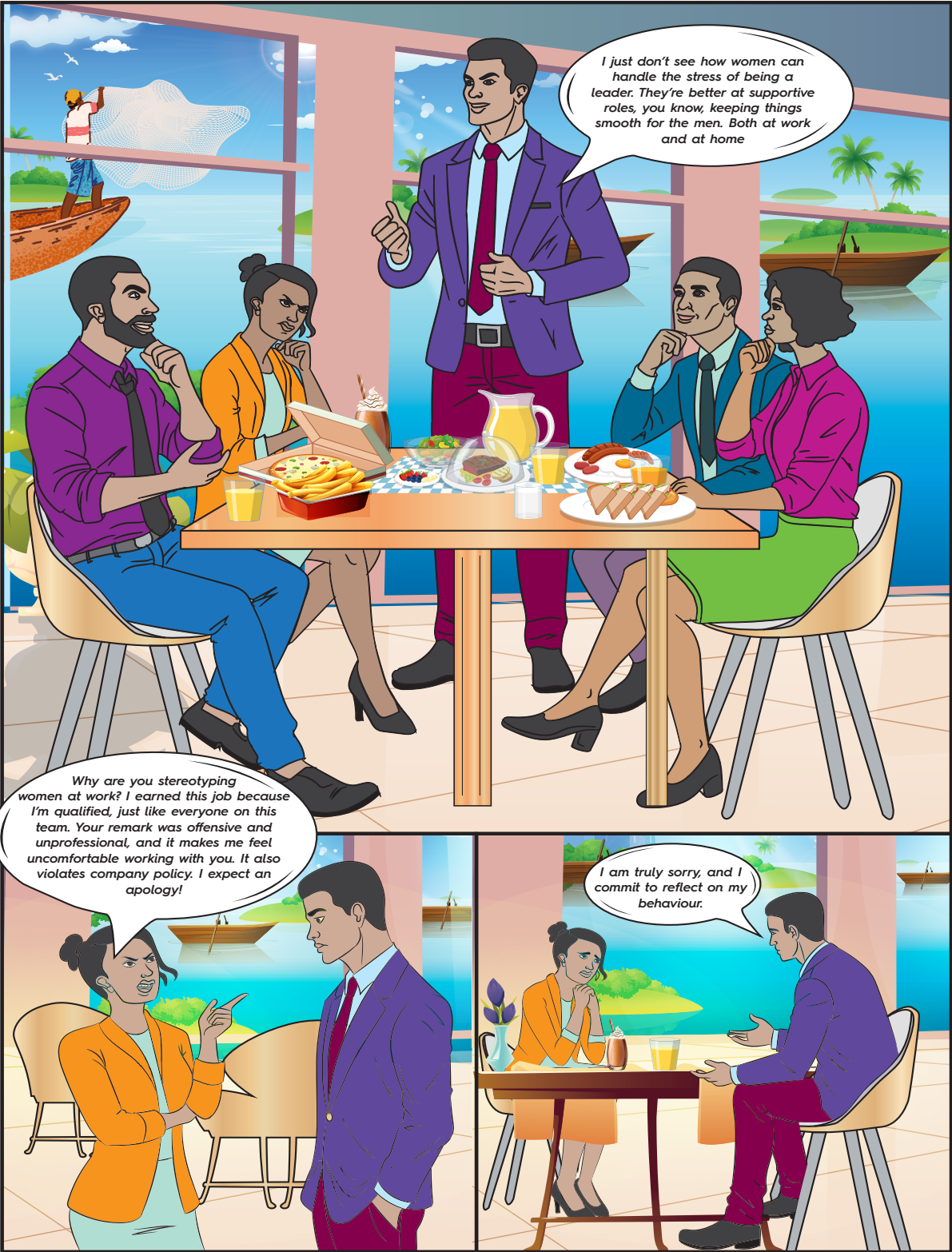


At work, it's all about skills, not looks! If comments on your appearance make you uncomfortable, that's valid. Setting boundaries is okay, and reporting unwanted behavior is not overreacting. However, we also recognize that cultural norms may discourage employees, specifically women, from directly confronting senior colleagues. If that's the case, alternative approaches, like seeking support from HR, a mentor, or a trusted colleague can help address the issue while ensuring professional growth isn't at risk.

Key Takeaways:

- Unwanted comments on appearance create an uncomfortable work environment.
- You have the right to express discomfort and set boundaries.
- Workplaces should ensure clear policies that encourage professional and respectful communication.

II. Hostile Work Environment: Sexist Jokes and Comments





"Just a joke" isn't a free pass for sexism. Stereotypes about who belongs in leadership can affect anyone. Challenging biased remarks helps create a workplace where talent, not gender, determines success. Organizations should ensure leadership sets the right tone by addressing gender bias.

Key Takeaways:

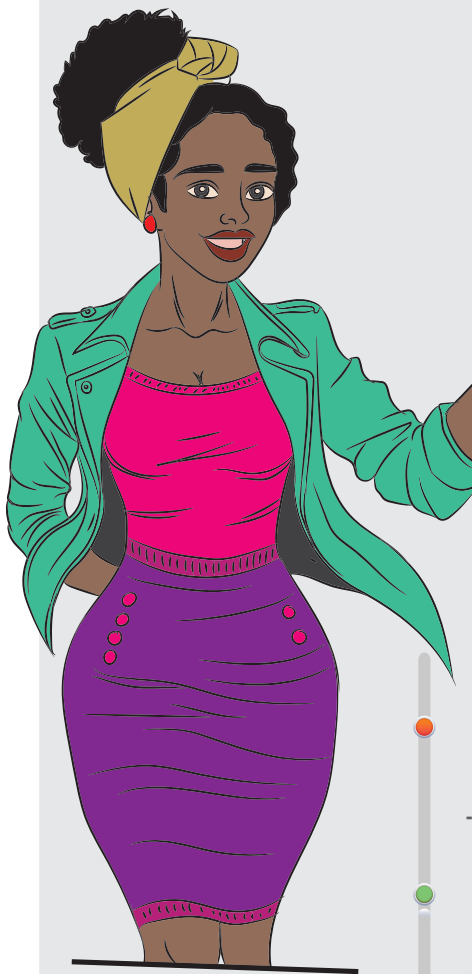
Sexist jokes contribute to exclusion and reinforce workplace discrimination.

Employees should feel comfortable addressing and reporting inappropriate comments.

Companies should implement gender sensitivity training and challenge biases especially at the leadership level.

III. Physical and Verbal: Unwelcome Touching and Sexist Comments





Respect at work includes respecting personal space. A "friendly" touch isn't so friendly if it makes someone uncomfortable. But speaking up isn't always easy. Victims often fear gossip, stigma, or even social isolation, which makes reporting feel risky. That's why supportive workplace cultures matter. Bystanders can help by offering discreet support and companies should ensure reporting channels are safe and confidential.

Key Takeaways:

Unwanted physical contact, even if disguised as encouragement, is harassment.

Bystanders should support colleagues and help report inappropriate behavior.

Fear of gossip or stigma can prevent victims from speaking up. Organizations should create safe spaces for reporting.

Workplaces must create clear policies that protect employees from harassment and retaliation.

IV. Quid Pro Quo: Pressure to Participate in Unwanted Social Activities





Saying "no" to after-hours events should never feel like a career risk. Work is work, your off-time is yours! Employees shouldn't be pressured into socializing to **"get ahead,"** and organizations must make it clear that participation in after-hours events is always optional.

Key Takeaways:

Employees should never feel forced to attend social events for career advancement.

Setting personal boundaries is okay, and no one should face pressure or consequences.

Organizations should reinforce that professional growth is based on merit, not socializing.

V. Verbal and Non-Verbal: Male Transporter in the Agricultural Sector





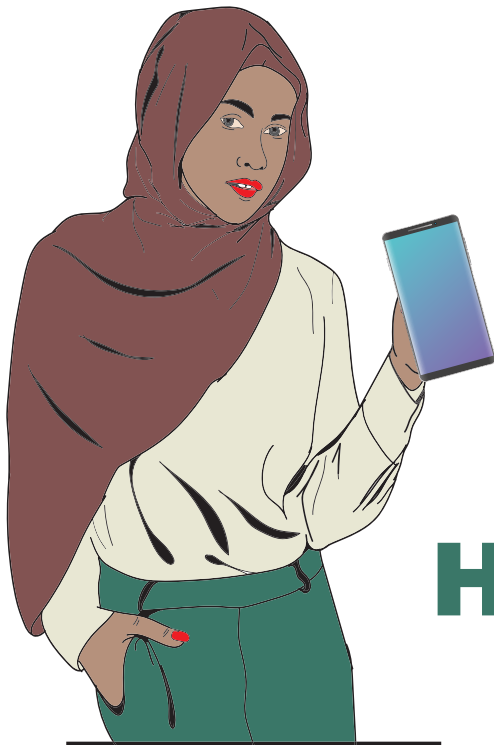
Harassment is harassment, no matter who the victim is! Men can also experience sexual harassment, and it should never be ignored. Bystanders can make a huge difference by stepping in safely and shutting down harassment. Work should always stay professional, and reporting harassment should never come with shame. Every person deserves a safe, judgement-free way to speak up. Organizations must make it clear that no one should have to tolerate harassment, period!

Key Takeaways:

Sexual harassment can happen to anyone, including men.

Power dynamics often silence victims, especially when their livelihood is at stake. Safe, stigma-free reporting channels are essential to combat this.

Bystanders play a key role in stopping harassment, as even the slightest of interventions can stop harassment and support the victim.

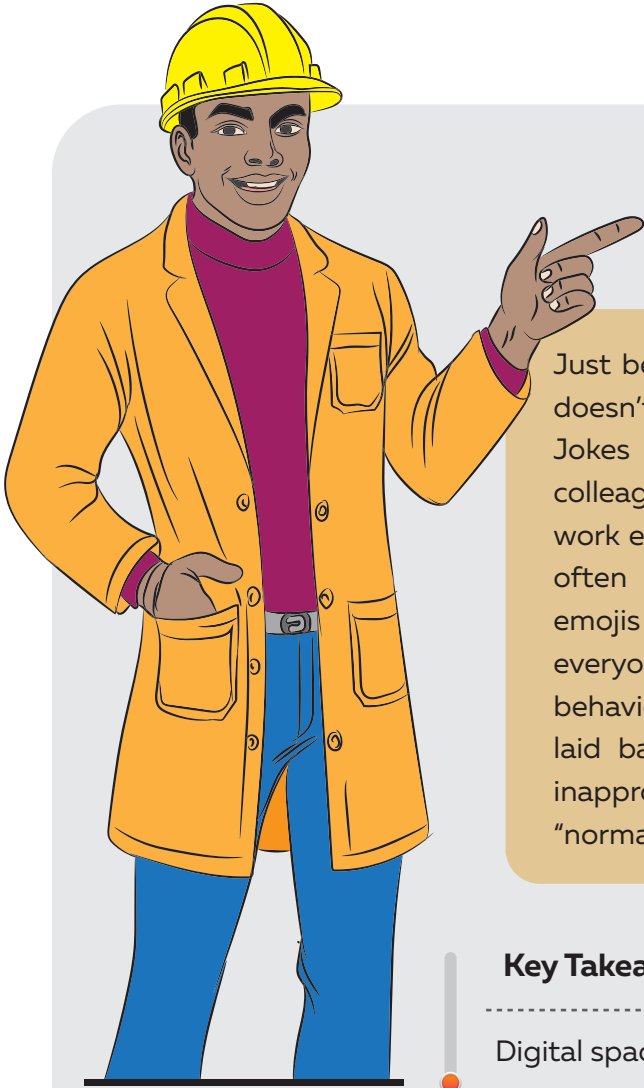


DIGITAL IS STILL SEXUAL HARASSMENT

As workplaces become increasingly digital, harassment has evolved beyond physical spaces, making digital sexual harassment a critical issue that must be addressed. From inappropriate messages to unwanted advances over digital platforms, these behaviors can be just as harmful as in-person sexual harassment. This section introduces three realistic scenarios to help employees recognize, understand, and respond to digital forms of workplace sexual harassment.

VI. Digital: Sharing Offensive Content in Workplace Digital Platforms





Just because something is funny to one person doesn't mean it belongs in a work group chat. Jokes with sexual undertones can make colleagues uncomfortable and create a toxic work environment. And here's something people often overlook, passive reactions, like using emojis or laughing along, can make it seem like everyone is okay with it thus reinforcing bad behavior. In workplaces where the culture is more laid back, it's especially important to call out inappropriate content early before it becomes "normal."

Key Takeaways:

Digital spaces in the workplace should be professional and inclusive.

Passive reactions (laughing, emojis, silence) can unintentionally reinforce toxic behavior.

Companies must establish clear guidelines on digital communication and harassment.

VII. Digital: Inappropriate Messaging in a Virtual Meeting





Just because you are working remotely does not mean professionalism is on pause! Private messages commenting on a colleague's appearance are just as inappropriate online as they are in person. Virtual spaces deserve the same level of respect as physical workplaces.

Key Takeaways:

Online meetings should maintain the same professional standards as in-person interactions.

Employees should document inappropriate messages and report them when necessary.

Companies must set clear remote work policies and enforce consequences for misconduct.

VIII. Digital harassment: Inappropriate Texting or Messaging





Digital work platforms should be just that, about work! If a colleague is sending texts or digital content that cross professional boundaries, you don't have to put up with it. Setting firm boundaries is your right, and saving evidence can help if things escalate. Organizations should make it clear that unwanted advances, even digital ones, are a no-go.

Key Takeaways:

Unwanted messages can blur professional boundaries and create discomfort.

You should set clear limits and report repeated inappropriate texts.

Companies must promote safe reporting mechanisms, accountability, and clearly prohibit digital harassment.

4 Preventing and Responding to Workplace Sexual Harassment

Here are some questions to ask yourself at work to help ensure your behaviour is respectful and appropriate:



Would I tolerate this behavior from others?

Would I post this on my WhatsApp Status for all my contacts to see?

Would I want to be seen in public saying or doing this?

Is my behaviour consistent with company values and code of conduct?

Will my actions make someone uncomfortable, intimidated or disrespected?

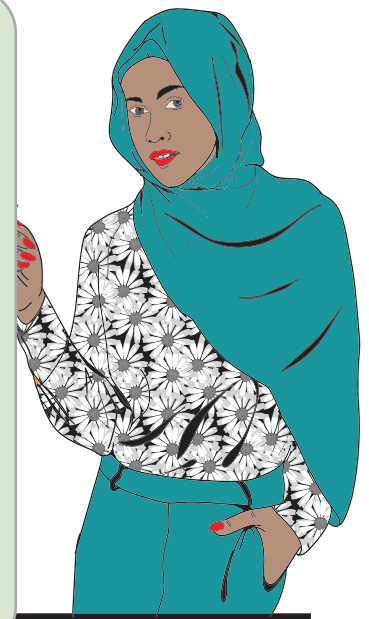
Would I stand by and allow this to happen to my loved ones?

In **page 7** we asked, "*Is it still sexual harassment if it happens outside the workplace?*"

The short answer is **YES**.

If a coworker's actions create an uncomfortable or intimidating environment, it can be considered sexual harassment regardless of where or when it occurs.

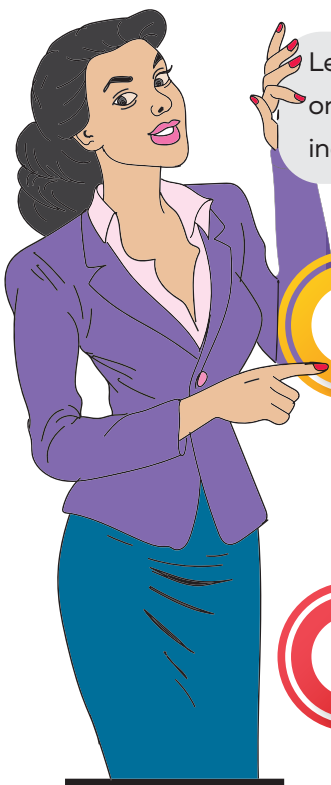
Communication outside the official work hours or away from work can still impact the professional relationship. Therefore, it is still sexual harassment.



Strategies to Prevent Sexual Harassment in the Workplace

Sexual harassment prevention isn't just about rules. It's about fostering a positive, respectful, and inclusive workplace. It takes deliberate actions and a commitment from everyone.

This checklist highlights key strategies to prevent sexual harassment in the workplace, ensuring every employee feels safe and valued.



Let's dive in! Use the checklist below to see what steps your organization can take (or has already taken) towards creating an inclusive and safe workplace.

01

Clear policies: A clear policy is like a map. It shows the way! Ensures everyone knows what counts as harassment, how to report it, and the consequences.

02

Regular training: Practice makes perfect! Regular training helps everyone understand what's okay and what's not.

03

Leadership commitment: Actions speak louder than words. Leaders must set the tone for a respectful workplace.

04

Inclusive environments: A team that feels involved and valued is less likely to face harassment. Celebrate diversity and open communication.

05

Response mechanisms: No fear, no shame! Everyone needs a safe way to report issues and know they will be addressed fairly.

06

Monitor and evaluate regularly: Keep an eye out! Regular check-ins and updates to policies ensure your workplace stays safe.

Together we can make every workplace safe, respectful, and fun!

Guidelines for a Model Company Sexual Harassment Policy



Creating a safe and respectful workplace starts with a strong foundation. The infographic below highlights key steps for an effective workplace sexual harassment policy.

Use it to build a safe, respectful, diverse and inclusive environment!

01

Define Sexual Harassment: Clearly outline what behaviors count as harassment, with examples.

02

Reporting Options: Offer multiple, safe, and confidential ways to report incidents.

03

Zero Tolerance: State that harassment will not be tolerated, and all complaints will be acted on fairly.

04

Confidentiality: Protect the privacy of everyone involved and prevent retaliation.

05

Training: Conduct regular training for all employees and leaders on prevention and handling of sexual harassment.

06

Policy Updates: Review and update the policy regularly to stay relevant and effective.

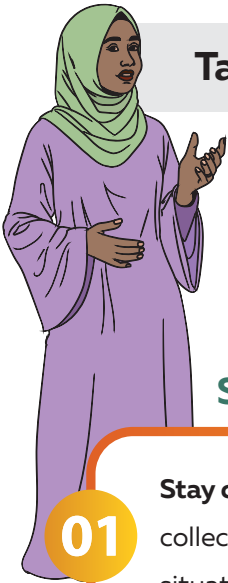
07

Equal application: Ensure the policy applies to everyone, regardless of role or status.

08

Support Resources: Provide access to counseling, mediation and other support services.

Taking Action: What to do if you are Sexually Harassed?



Whether you are affected or you see it happen, these steps show how to take action and support others!

Steps for Victims

01

Stay calm: Take a moment to collect yourself and assess the situation.

02

Say NO: If it doesn't feel safe, clearly tell the harasser their behavior is unwelcome.

03

Document the incident: Write down details like dates, times, and what happened. Save as much evidence, such as messages, or emails.

04

Respond: Explore response mechanisms in your workplace.

05

Seek support: Talk to a trusted colleague, counselor, or support group for guidance.

Steps for Witnesses

01

Step in safely: If you feel comfortable, intervene by supporting the victim or addressing the harasser directly.

02

Document what you see: Write down what you witnessed, including dates and details.

03

Offer support: Let the victim know you are there for them and are willing to help.

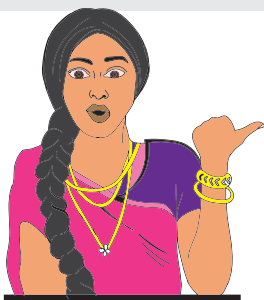
04

Respond: Find out the best way to support the victim if he or she consents.

05

Follow up: Check in with the victim to ensure they feel supported and safe.

Being an Ally: Practical Ways to Support Victims of Sexual Harassment



Building a culture of inclusion and accountability requires allies in the workplace. Being an ally means standing up for others!

Here are some practical ways to support victims of sexual harassment and help build a safer workplace.

01

Listen and validate: Listen without judgment, show empathy, and acknowledge their feelings.

02

Offer support: Ask how you can help and respect their choices e.g. would you like me to accompany you to human resources (HR)?

03

Speak up against harassment: Call out inappropriate behavior when it happens, if it's safe to do so.

04

Report when necessary: If the victim agrees, report through the appropriate channels.

05

Promote awareness: Encourage discussions about harassment prevention and respectful behavior in team meetings or training sessions.

06

Be a role model: Treat everyone with respect and professionalism.

07

Check in regularly: Ensure victims feel safe and supported.

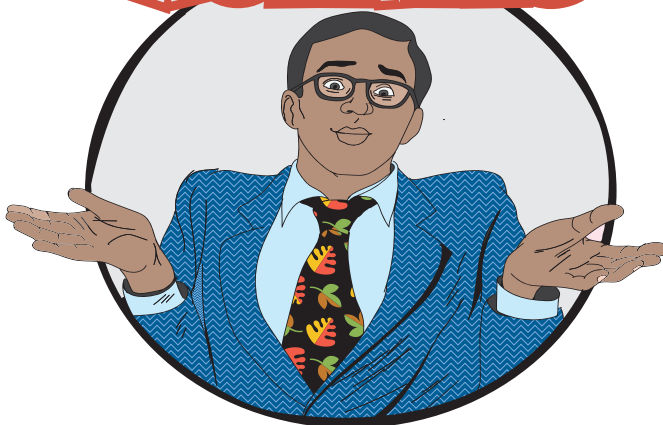


Did you know that most countries have structures that protect your right to a workplace free from sexual harassment?

Here's what you can do:

- Research on national labour laws in your country
- Check with labour unions or worker organizations
- Review company policies
- Seek legal advice
- Contact local advocacy groups

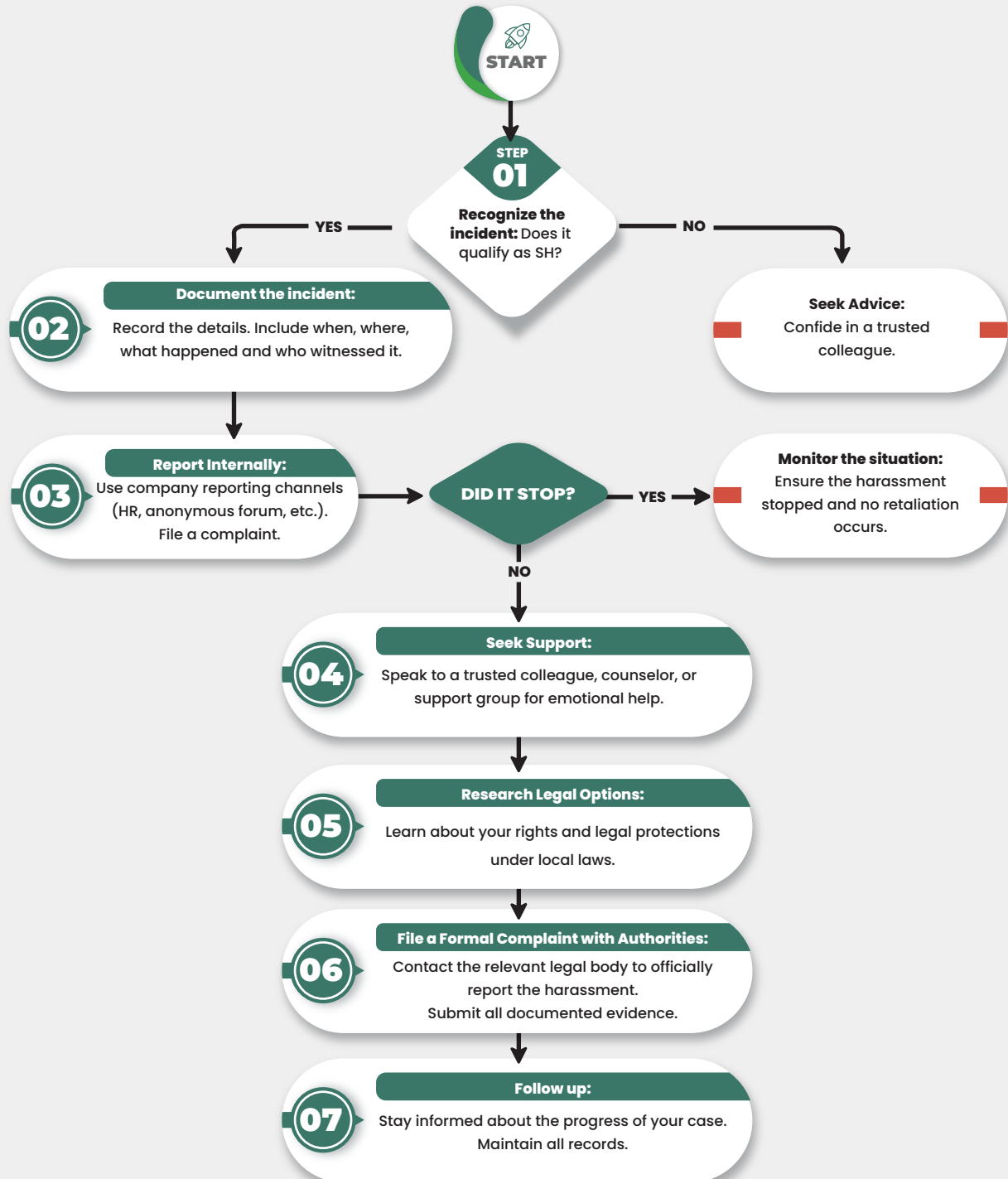
ACTIVITY



Find out what your country's laws say about sexual harassment!

What to do if you need legal help

Knowing the steps to follow can empower you to take action when you're feeling overwhelmed. Follow the steps below to understand your options and access the support you need.



Conclusion and Resources

Let's take a moment to recap the key messages we've explored together in this guide!

Understanding sexual harassment, knowing how to prevent and respond to it, and fostering a respectful workplace are key steps we can take to make a difference.

Remember, change begins with individual action and responsibility. It is important to speak up, support others and promote awareness. Together, we can create safer, more inclusive and diverse workplaces.



IT'S NOT FUNNY!

IT'S NOT FLATTERY!

IT'S NOT YOUR FAULT!

IT'S SEXUAL HARASSMENT.

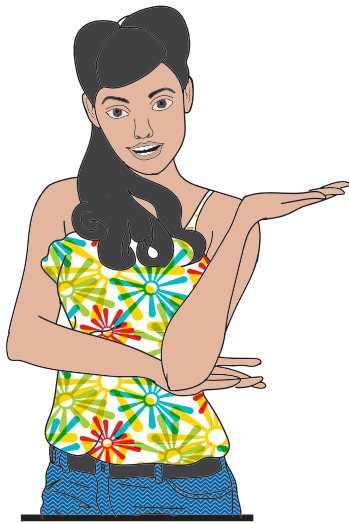
IT'S AGAINST THE LAW.

REFLECTION AND ACTION

1. What is the key takeaway for you from this illustrated guide?

2. What step can you take to contribute to a safe workplace environment?

By _____ (date), I will _____



Now that you've reached this far, it's time to take action! Share it with two colleagues, start a conversation, or check if your workplace has a strong anti-harassment policy.

If you or someone you know is dealing with sexual harassment, remember that help is available!

Below are trusted resources and contact information to guide you through the process of reporting and seeking support in Kenya:

- **Healthcare Assistance Kenya helpline : 1195**
- **Ambulance Number & Email: +254 709 667000**
- **One2One Helpline : 1190**
- **Federation of Women Lawyers (FIDA): +254 722509760**

Explore the prevention and response mechanisms in your particular country and organization.



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