What You Can Do in the Wake of #MeToo:

Leadership in an *Unprecedented* Time of Change

Liz LeClair, CFRE  
Director of Major Gifts  
QE2 Foundation

Beth Anne Locke  
Chief Philanthropy Officer  
BC Women’s Health Foundation

Michelle McCann, L.L.B  
Director Risk & Legal Services  
QE2 Foundation
Why Are We Still Talking About #MeToo?

BECAUSE WE MUST.
Charitable Sector Stats

• Approximately **85,000** registered charities in Canada
• Generating **$165 B** in revenue (or 8.1% of total GDP)
• **2 million** people employed by the sector
• **70%** of those identify as **women**
• **20%** of those women are in leadership roles (**C-Suite**)
Charitable Sector Stats

• Board of Directors demographics mirror the private sector
• Predominantly white (85%) and predominantly male (75%)
• Senior leadership roles are similar (4 out of 5 senior positions held by men)
• Leads to serious blind spots when it comes to issues of race and gender
#MeToo & Fundraising

2018 AFP Foundation/Chronicle of Philanthropy Harris Poll Survey:

- **1 in 4 (25%)** women in the sector reported being sexually harassed
- **48%** reported being harassed or witnessing harassment
- **65%** of those harassed claimed the harasser was a donor
- **98%** of those harassed claimed the harasser was male
Dominant Cultures and Power Dynamics

• **Dominant Culture**: patriarchy, misogyny, dominance over women and people of colour

• Harassment and sexualized violence are rooted in this culture

• **No one is immune from this** – including the fundraising sector

• We are **ALL** responsible for changing this dynamic
Who is Protecting the Fundraisers?

- Majority of standards and legal compliance focused on operations
- Ethics and guidelines focus on protection of donors
- No standards, codes of ethics, or clear laws relating to how donors should act
Her Story: Beth Ann Locke

• **1996**: Sexually harassed by a fellow fundraiser
• **Feb 2014**: Establish Ms. Rupt with Rory Green (safe space)
• **May 2014**: Share story via tweet during #YesAllWomen
• **July 2017**: Share story in Advancing Philanthropy Article
  • Impetus for the Harris Poll Survey
• **October 2017**: Harvey Weinstein story breaks
  • #MeToo goes viral
Her Story: Liz LeClair

• **2013 – 2018:** Sexually harassed by a high net worth donor

• **2018:** attend Congress in Toronto

• **Jan 2019:** Write op-ed for CBC on experience

• **Sept 2019:** Write “Beyond Fundraising” piece of what I’ve learned about filing a complaint
Basic Organizational Responsibilities

• You must provide a safe workplace
  • Occupational Health & Safety – all provinces

• You must prevent bullying and harassment in the workplace
  • Occupational Health & Safety
  • Human Rights Legislation
  • Specific requirements in some provinces
Basic Organizational Responsibilities

• Plans for violence prevention for employees
  • Risk assessments, procedures, reporting mechanism

• Plans for employees working alone
  • Fundraisers often find themselves alone with donors

• Protect employees from discrimination
  • In their employment
  • In the provision of services
Traditional Mean of Meeting Obligations

• Put Policies and Plans in Place (‘Zero Tolerance’)
  • Strict Processes
  • Onerous Requirements
  • Resource Intensive
  • Onus on Victims to come forward
  • Severe consequences for false accusations
Traditional Mean of Meeting Obligations

• Using Broad Value Statements
  • No Processes
  • Unclear Roles & Responsibilities
  • Lack of Criteria for Leadership
  • No real understanding of how to have hard conversations
Traditional Mean of Meeting Obligations

• Willful Blindness
  • “Good Organization”
  • “Not a Problem for Us”
  • “Employees Don’t Work Alone”
  • “Equal Opportunity Organization”
  • “Focus on the Work”
Are Traditional Means Working?

Yes: Protect organizations by dissuading, professionalizing, outsourcing overcomplicating claims.

BUT: main purpose of policy to protect organization from employee and third party claims – not necessarily to support employees.

• Are policies used?
• Are policies followed?
• Do front line managers understand how to implement and what employee rights are?
Are Traditional Means Working?

No:

• Dependent on organizational readiness/training/experience
• Focused on assuming it won’t happen and process when it does – not on prevention
• Not making employees feel safe
• Not setting expectations for third parties (Volunteers, Donors, Directors)
• All of the onus is on the fundraising staff
• Minimizing feelings (i.e. “Move on”, “deal with it”, “not our fault”, “separate personal from professional”)
• No onus on leadership or non-profits to change
Evidence to Support It’s Not Working

• Research on this topic is increasing:
  • Ohio State University Study: Sexual Harassment [https://bit.ly/2VWAkg]
  • Ontario Non-Profit Network Study: “Women’s Voices” [https://theonn.ca/our-work/our-people/decent-work/womens-voices/]

• Emerging Trends in Legal Decisions/Arbitration
  • Higher compensation awards being given for #MeToo types of cases
  • New legislation in Canada for Human Rights Cases
  • New harassment prevention legislation in several provinces
What’s Next?

• Culture Shift:
  • Policies and procedures are not enough
  • Respectful Workplace must be a part of the organization’s culture
  • “Culture eats strategy for breakfast”
  • Requires strong leadership navigating difficult uncharted waters
What’s Next?

• Culture Shift:
  • Senior leadership and the board of directors must set the tone
  • Education at Board and Leadership Level
  • Empowering team to act
  • Drawing the line in the sand
    • Are you willing to walk away from a significant donor or relationship?
    • If not, are you ready for the legal and ethical consequences?

• Are you willing to walk away from a significant donor or relationship?
• If not, are you ready for the legal and ethical consequences?
What’s Next?

• Most effective factors in culture-shift around sexualized violence are:
  • Policies that Protect Employees and Volunteers
  • Empowering Leadership and Management to Act
  • By-Stander Training (Board, Senior Leadership, Management, Staff, Volunteers)
  • Action – demonstrating non-tolerance of certain behaviours
What’s Next?

• Be an Ally:
  • Acknowledge privilege
  • Transfer your privilege to others
  • Understand your own implicit biases (Harvard Bias Test)
  • Be willing to be uncomfortable
  • See something, Say Something, **DO something**
Tools & Resources:

• AFP Women’s Impact Initiative (http://afpidea.org/wii)
• Ms. Rupt Now (https://agentsofgood.org/2018/03/ms-rupt-now/)
• After Me Too: ROSA (https://wearerosa.com/)
• Vesta: chatbot for survivors of sexual assault (https://www.vestasit.com/)
• NextGenMen: advocacy and training for young men around gender stereotypes (https://nextgenmen.ca/)
National Day of Conversation (Nov 26)

• Digital day of conversation (#NDOC)
• Follow on LinkedIn, Twitter, and Facebook (like and share posts)
• Increase awareness and provide resources for change
  • ROSA, VESTA, After #MeToo, NextGenMen, Women’s Impact Initiative
• Challenge organizations and leadership to DO MORE