



# Prevent Harassment: Be an Ally, Not a Bystander LEADER'S GUIDE

Preventing harassment is everyone's responsibility. But, associates are not always aware of the best way to handle an uncomfortable situation. Use this Leader's Guide to speak with your team about preventing harassment by being an ally instead of a bystander.

## 1 SESSION OVERVIEW & TIMING



### › Through this activity, your team will learn more about:

- VF's *Respectful Workplace Policy* and how it relates to our Guiding Principles
- What to do if an associate witnesses or experiences questionable or offensive behavior

THIS ACTIVITY TAKES APPROXIMATELY:



## 2 SESSION MATERIALS



- › This *Leader's Guide*
- › Copies of VF's *Be an Ally, Not a Bystander* video and a video screen for projection
- › VF's *Respectful Workplace Policy* (one per participant if not previously distributed)

### Quick Reference

#### OUR POLICY

Our *Respectful Workplace Policy* provides guidance on demonstrating the right behavior to create our culture of integrity.

#### RESOURCES

There are many more resources on *The Loop* and *WorkDay Learning* to help guide you and your team on this topic.

#### LISTEN UP

Managers have a responsibility to enhance our "listen-up" culture by seeking honest feedback and escalating concerns.

#### SEEK HELP

Contact Human Resources, Inclusion and Diversity or the Ethics and Compliance Team for additional guidance.

## 3

## STARTING YOUR SESSION: INTRODUCTORY MESSAGE



- › We've all been in situations where someone has made a comment that was questionable or offensive.
- › Preventing harassment is everyone's responsibility, whether it's sexual harassment or some other form.
- › I thought this would be a good opportunity to discuss ways to intervene if you experience or witness bad behavior. Let's start by watching a video.

PLAY THE VIDEO:



## 4

## POST-VIDEO DISCUSSION



- › Every situation is different, and there is no single way to respond. But, one thing is clear: silence is not the right choice. Let's discuss options.
- › One option is to intervene in a direct, respectful way. What are some things you can say?
  - (Responses may include phrases like: "You need to stop. That's so inappropriate. Did you really just say that? We need to talk about what you just said. What you just did made me uncomfortable.")
- › In a group setting, another choice may be to encourage others to respond. Examples include:
  - "Am I the only one uncomfortable with this?"
  - "I don't see how that is relevant or appropriate to this discussion."
  - "Are you hearing what I'm hearing?"
- › Sometimes, it may not be effective to engage in direct confrontation. In those instances, try intervening indirectly. Change the subject, distract the person making the comments or engage with the person being targeted on a different topic.
- › What other options are there? (Engage discussion.)
  - Right! Another option is to report the concern to a manager, Human Resources or another internal resource such as the Ethics Helpline.
  - You can also check in with the person being harassed. For example, "I heard what they just said to you. Are you okay?"
- › The bottom line is that we all have a responsibility to take action when we observe harassing behavior. This aligns directly with our *Guiding Principles of Acting Courageously* and *Acting with Empathy*.



- › **Each of us is an important part of our team at VF.** We should all feel valued and safe. Who you are and what you do matters.
- › **I encourage you to come to me with any concerns and questions** about our Policy or about anything related to our culture here at VF.
- › **I cannot help resolve issues if I'm not aware of them,** and I need your help bringing concerns to my attention.
- › **For those of you with direct reports, I encourage you to share this message** with your teams and to be receptive and follow through if someone brings a concern to your attention.
- › **Thank you for all you do** and for your focus on this very important topic.

## LEADER'S TIPS: *Keeping the Conversation Positive*

- › **Occasionally, challenging situations come up during team discussions about this topic. Follow these suggestions to maintain a positive, constructive conversation.**
  - **If the discussion gets heated and personal:**
    - > Acknowledge any concerns raised. (“I hear you” or “I understand how you feel.”)
    - > Remind everyone of the goals of the session and that you’re working together to help everyone feel respected, safe and supported so they can do their best work.
    - > Redirect the conversation back to the original topic.
    - > If necessary, explain that it may be better to have a private discussion after the session.
  - **If participants defend an unethical position:**
    - > Involve the other participants so they can express the correct view.
    - > Frame your feedback in terms of VF’s Guiding Principles. (“That may be acceptable in some company cultures, but that would not be in line with our Guiding Principles here at VF. Our expectation would be...”)
    - > Do not be neutral. Take a stand, discuss the right ethical choice and justify your position.
  - **If someone brings up a controversial issue, such as religion or politics:**
    - > Remind participants that it’s important to respect differing viewpoints as they relate to our workplace and our impact on others.
    - > Direct the discussion back to the original topic and emphasize how it relates to the workplace.
  - **If someone dominates the conversation:**
    - > Thank them for their comments and transition to others.

### ENCOURAGE ENGAGEMENT



*“Thank you, [Name].  
That’s a great point.”*

*“[Name], what are  
your thoughts on that?”*