



Habiba Balogun  
CONSULTING

INVITES YOU TO THE LAUNCH OF  
THEIR REPORT ON THE STATE OF  
**HARASSMENT &  
DISCRIMINATION**  
IN THE NIGERIAN WORKPLACE

**TIME:**

1:00PM - 2:00PM  
WAT

**DATE:**

THURSDAY, 25TH  
MARCH 2021.

**ZOOM** 

*Registration is free:*

[http://bit.ly/HD\\_Launch](http://bit.ly/HD_Launch)

**SPEAKER:**

**HABIBA BALOGUN**

ORGANISATION EFFECTIVENESS  
CONSULTANT



# Your Researcher

Habiba Balogun is an Organisation Effectiveness Consultant, certified Trainer, Leadership Coach, Team Facilitator, certified NLP Practitioner, social justice activist, and published writer.

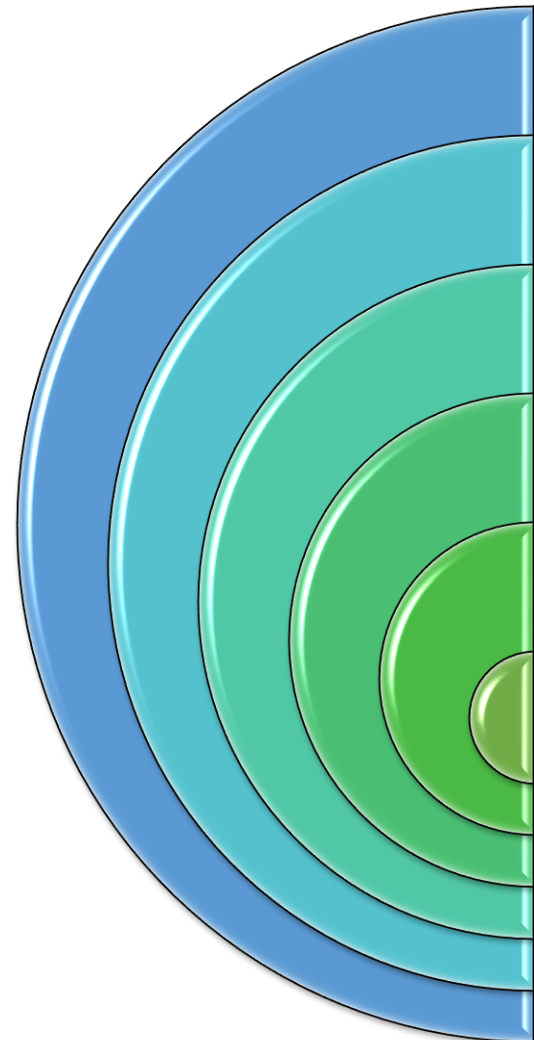
Habiba is also a diversity champion with experience designing Intercultural Awareness programmes, running Women's Career Development Programmes, delivering nationwide Bullying, Harassment & Discrimination Training, as well as Diversity Policy and Awareness capacity building in Africa, Europe and the US. She has produced training content and videos to aid in building awareness of Diversity Issues and available protections in Nigeria.

In her 32-year career spanning Consulting, Banking, Manufacturing, Import-Export, Education, and Oil & Gas she has worked all over the world.

She speaks 6 languages, and holds a BA in French and Italian from RHBNC, University of London, and a Master's Degree in Organisational Management from George Washington University.

She has served on profit and non-profit boards, is faculty for reputable executive development institutions, and is a fellow of the Africa Leadership Initiative, the Africa Board fellowship and the Aspen Global Leadership Network.

# Outline



	Genesis
	The Face of Exclusion
	Shocking Statistics
	Testimonies
	Steps to address and redress
	Appreciation



A small green seedling with several leaves is growing out of a crack in a grey asphalt surface. The background is a bright, hazy sky with a faint orange glow, suggesting a sunrise or sunset. The overall scene conveys a sense of new life and beginnings.

# Genesis

Who we are and how it all started

- Habiba Balogun Consulting is an **Organisation Effectiveness and HR Consulting Services** company offering a comprehensive range of services, from **Organisation Development Services & Training**, to Strategic HR including general to highly specialised Staffing, **Diversity Management**, Career management, Teambuilding and Executive Coaching for Leadership Teams, groups and individual leaders.
- We have carried out **Start-up HR Consulting, HR Outsourcing and Pioneer Attraction & Recruitment** Campaigns in diverse industries and sectors with recruitment completed within 6 weeks of mandate from a diverse pool of best-fit candidates to fill vacancies.
- We are also **registered consultants with multinationals, international and domestic organisations**, and also deliver support to NGOs, BMOs and other Associations in the areas of Management Consulting, Start-up Consulting, Business Advisory, Capacity Building, Skill Development, Strategic Planning, Business Advocacy, Fundraising Training, Stakeholder Engagement, Monitoring & Evaluation & Supervision of Execution





# CLIENTS



Clients include: **Manufacturing/FMCG:** GE, Unilever, Polystyrene Industries, IO Furniture, Schneider Electrical, DO.II, ALMA Stores **Finance:** Sterling, First Bank, UBA, GTB, NSE, Lotus Capital, NIBSS, SCB, Credit Registry. Accion MfB, PAL Pensions **Hospitality:** Epe Resort & Spa, Jubilee Chalets, The Wheatbaker, Food Concepts, Port Harcourt Novotel, Travelhouse, Ibis, Lilygate Hotel **Telecomms:** MTN, MainOne Cable, Vodacom. **Oil & Gas:** Shell, Statoil, Addax, Seplat, Petroleum Club. **Media:** Timbuktu Media (NEXT newspapers), Fenchurch Media (Smooth FM), Ultima Ltd (Who wants to be a millionaire). **Health:** HSDF, HLA, HealthPlus, St Rachaels Pharma, Hygeia Group, Hygeia HMO, GlaxoSmithkline. **Shipping:** Maersk/AP Moller. **Government/NGO:** NSIO, Lagos State, EU-TANS, UNODC, Oyo State, Fate Foundation, KIND, Coalitions4change, ENABLE/DFID, CDD, DEEPEN, PRAWA, CLEEN, CBI, NEEM



## OUR VISION

Most valued performance improvement organisation in Nigeria by clients and staff

## OUR MISSION

To change lives by helping organisations improve their performance via best practice in organisational development and an in-depth knowledge of our HR environment

## OUR CORE VALUES

Effectiveness | Customer Satisfaction | Professionalism | Respect

**In 20 years of consulting, the recurring barrier to retention of talent & high performance is....**

- Hostile Work Environments
- Bullying & Blame Culture
- Harassment
- Intimidation
- Sexual Harassment
- Discrimination
- Retaliation
- Victimization



# Our discoveries

- Harassment and discrimination are global issues experienced in workplaces all around the world
- There is data on Sexual and Gender Based Violence (SGBV) against women and girls in Nigerian communities, and increasingly against boys
- There is very little data and literature on workplace harassment and discrimination in Nigeria
- There is a **gap in understanding** in workplaces about what constitutes consent, bullying, harassment, sexual harassment, discrimination and victimisation.
- Our **Labour laws** do not directly address these forms of inappropriate workplace behaviours
- Organisations are **unaware of the liabilities** they risk incurring for allowing H&D in their workplaces
- Victims of H&D are **unaware of available legal recourse**, especially through National Industrial Court (NICN)
- Nigerian workplace **culture tolerates inappropriate behaviours** and do not encourage reporting of such incidents.

Global research has documented and quantified the **costs to organisations** from inappropriate workplace behaviour.

- Absenteeism
- Presenteeism
- Employee turnover
- Employee productivity
- Organisation profitability
- Mental health risks
- Occupational health and safety risks
- Reputation risks

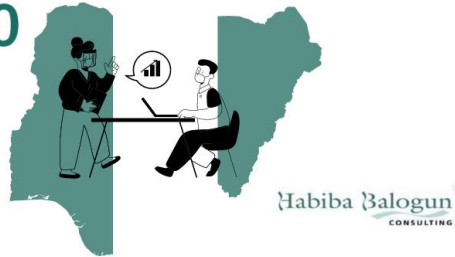
Similar research need to be done to explore the impacts and costs of harassment and discrimination to organisations in Nigeria



# Our research objectives

1. Explore the **scope of workplace H&D in Nigeria**
2. **Document** the results & analysis of the findings
3. **Determine the prevalence** of bullying, harassment & discrimination in Nigerian workplaces.
4. **Provide data and evidence** for practitioners, advocates & trainers to address H&D issues.
5. Understand the **employee experience of reporting H&D at work**
  - how **cases** have been dealt with
  - the **barriers** and **enablers** to creating a respectful work environment.
6. Encourage more openness about H&D in organisations to address the issue
7. **Make recommendations** to organisations in Nigeria to create more respectful workplaces
8. Make the **business case for inclusive and respectful workplaces**
  - Costs of exclusion
  - Benefits of inclusion
9. **Advocate for more awareness** campaigns, and interventions to prevent and stop inappropriate behaviours.

## HARASSMENT AND DISCRIMINATION IN NIGERIAN WORKPLACES 2020



# DEMOGRAPHICS

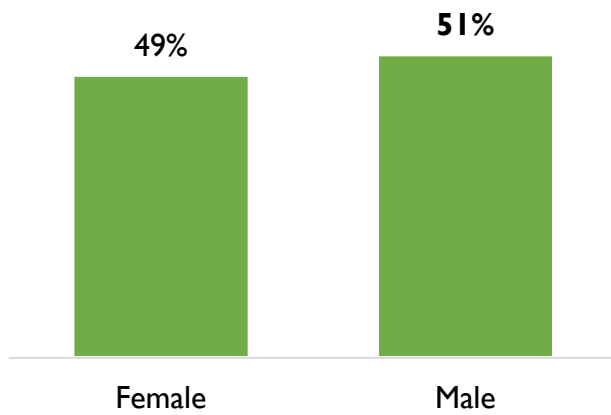
## Harassment & Discrimination In the workplace



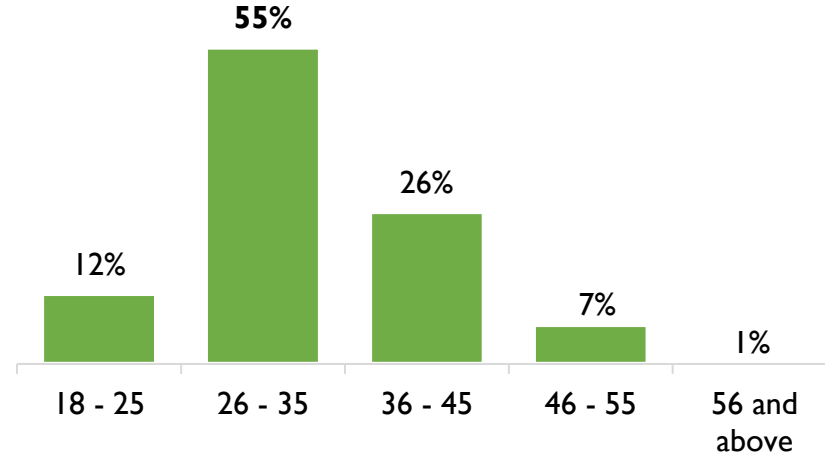
**UNDERSTAND PREVENT RESPOND**

# DEMOGRAPHICS

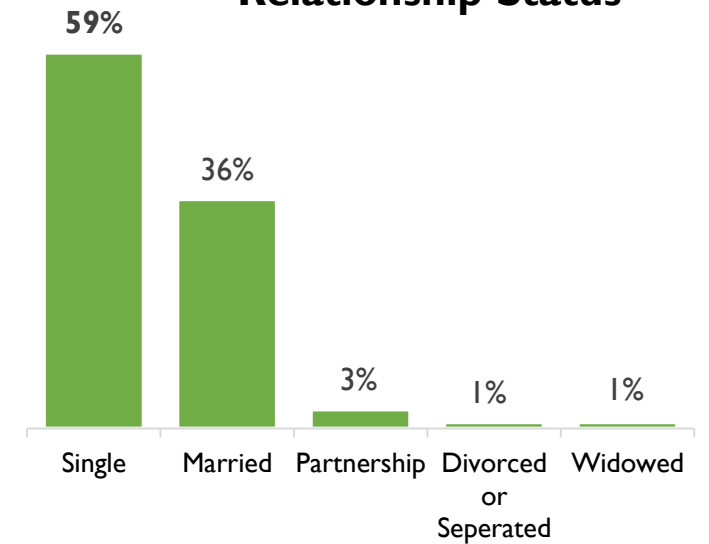
## Gender



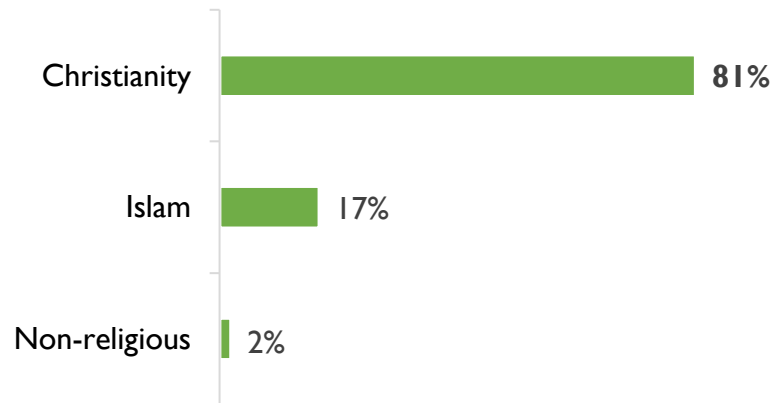
## Age



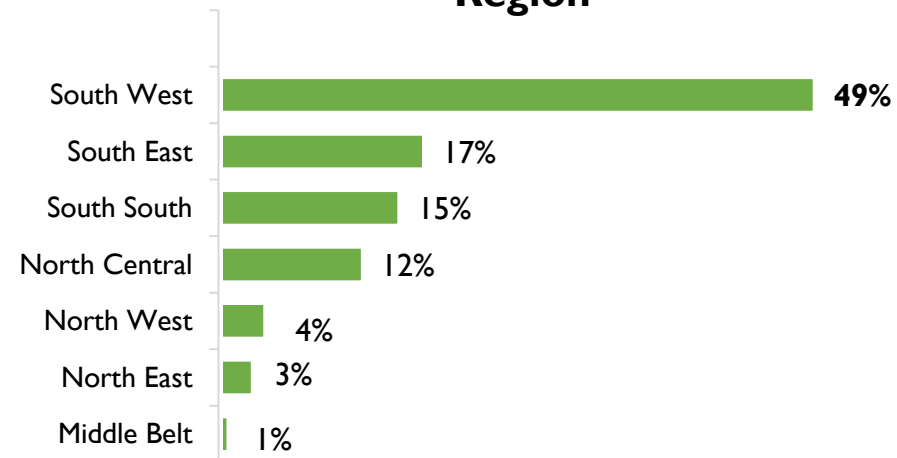
## Relationship Status



## Religion



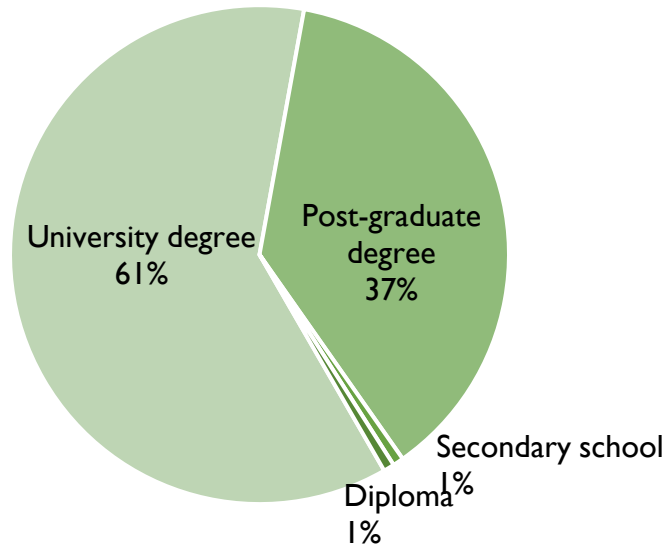
## Region



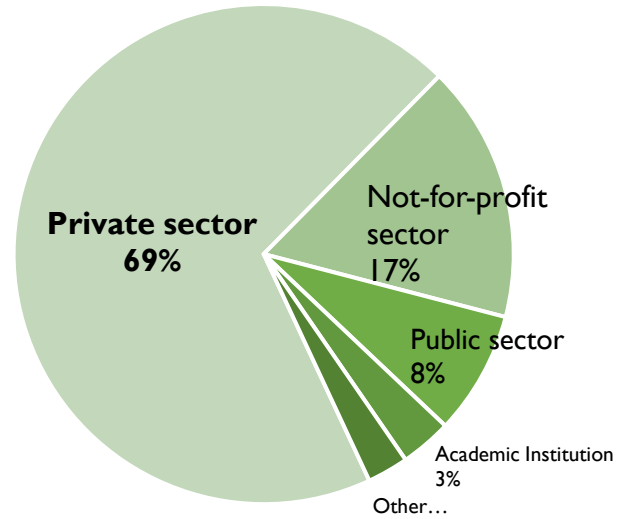
Outreach will be made in 2021 to under-represented groups in this report such as **People living with Disabilities, Geo-political zones, Public sector workers, people in Academia, and in the Informal Sector (Markets & MSMEs)** where the bulk of our population are employed.



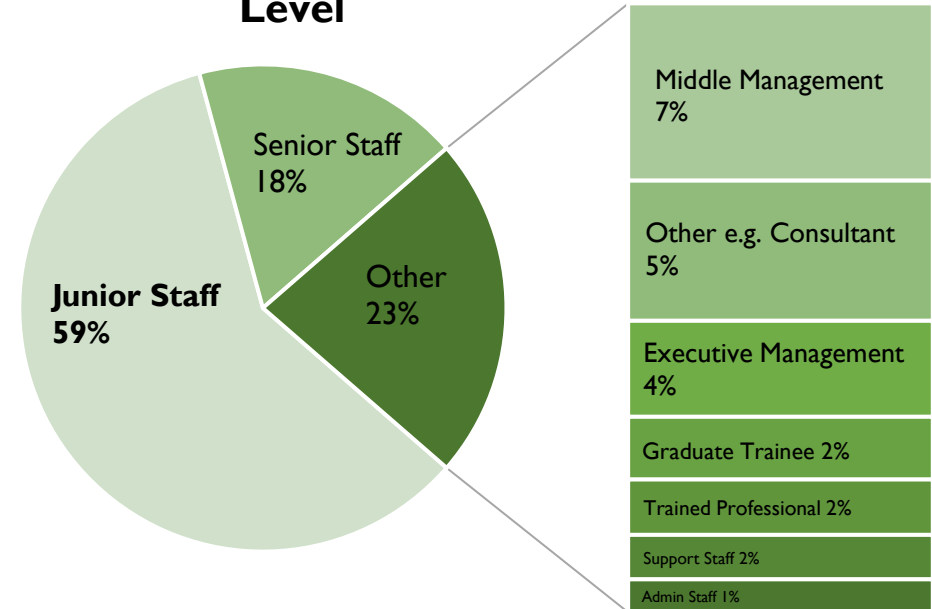
### Level of Education



### Sector



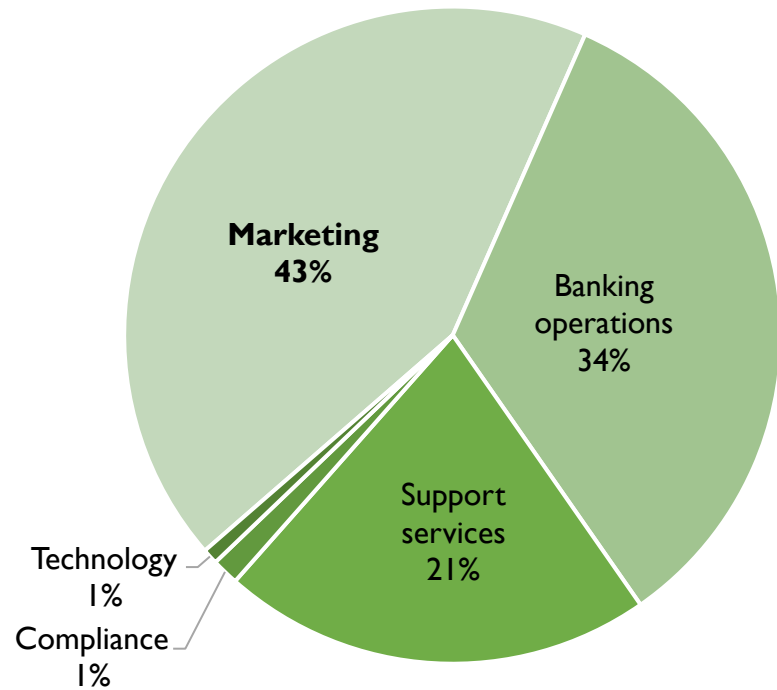
### Job Level



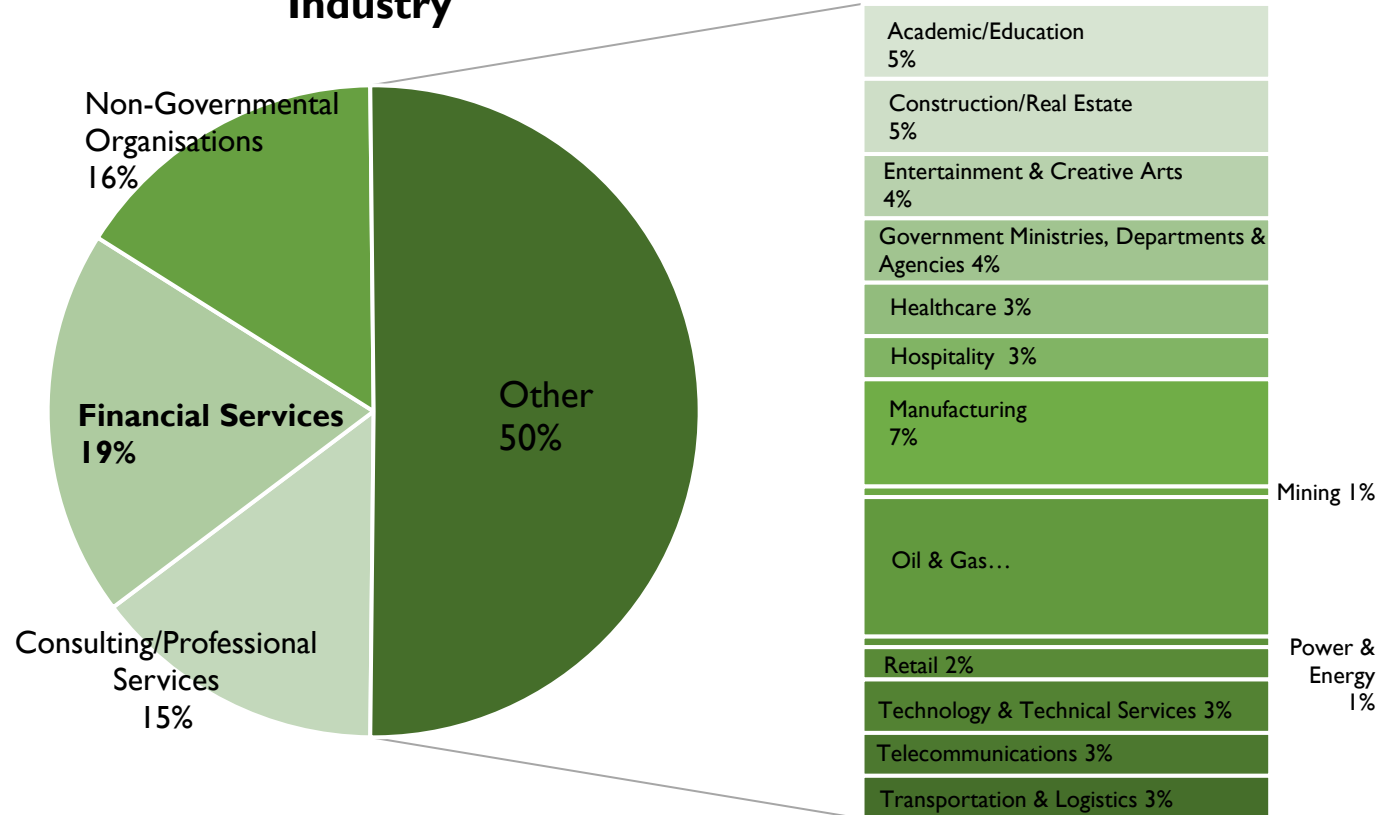
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# DEMOGRAPHICS

### Role



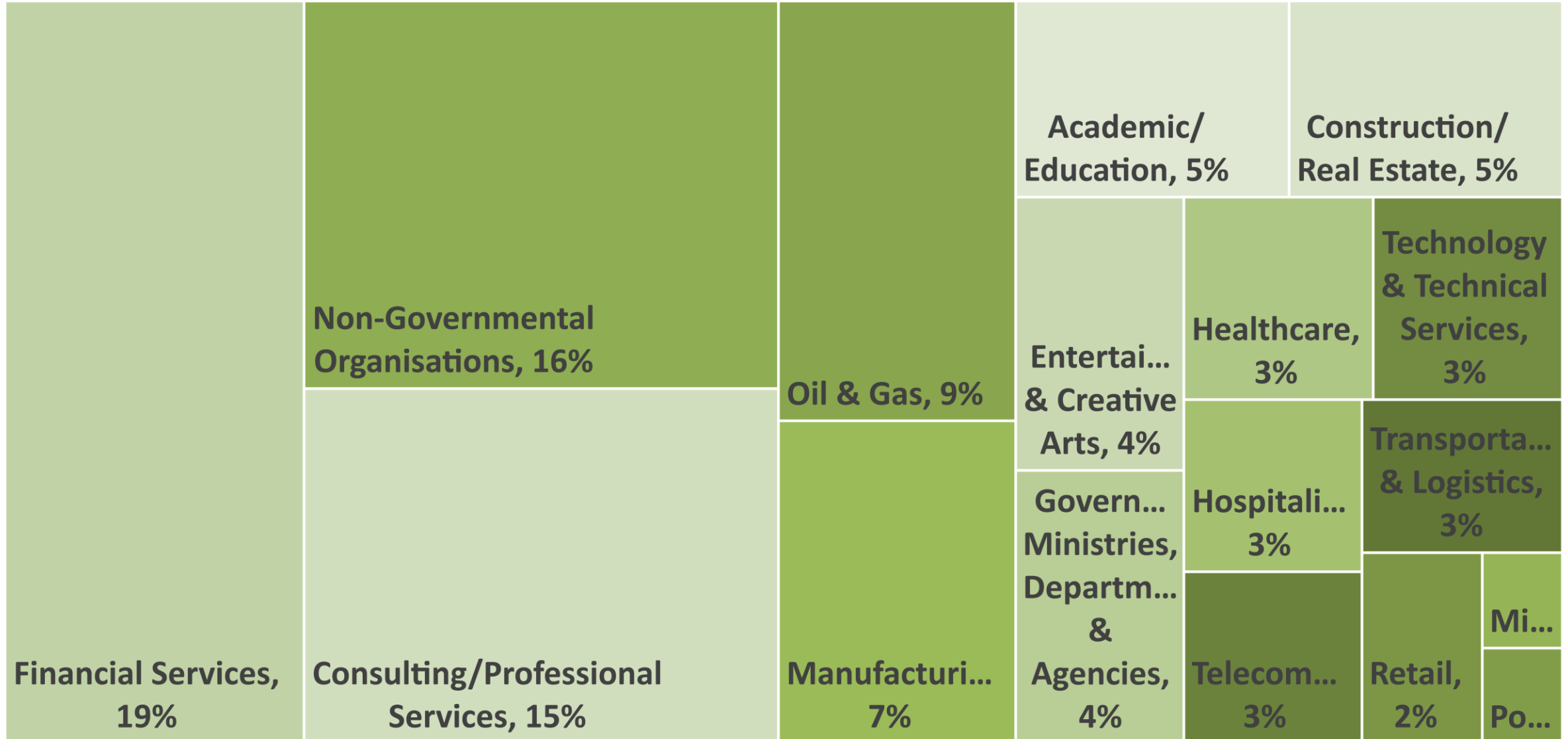
### Industry



Outreach will be made in 2021 to under-represented groups in this report such as **People living with Disabilities, Geo-political zones, Public sector workers, people in Academia, and in the Informal Sector (Markets & MSMEs)** where the bulk of our population are employed.

# Industries Represented

722 respondents





# Introduction to Bullying & Harassment



Source: HBConsult Channel <https://youtu.be/4fn-FMjPI0c>

3 min video

**To access the videos screened during the launch, please send an email to [surveys@hbalogunconsult.com](mailto:surveys@hbalogunconsult.com)**



# Shocking Statistics

Findings from the research

# Definitions

## **HARASSMENT**

is...unwanted conduct affecting the dignity of men and women in the work place.

## **SEXUAL HARASSMENT**

is...unwelcome sexual advances, request for sex in exchange for favours, and other visual, verbal, electronic or physical conduct of a sexual nature

## **DISCRIMINATION** is...to

distinguish and treat a person less favourably than others are (or would be) treated in the same or similar circumstances

## **BULLYING** is...offensive

treatment through vindictive, cruel, intimidating, malicious or humiliating attempts to undermine an individual employee or group of employees.

## **VICTIMISATION** is...retaliating

or treating someone unfairly because they've complained about discrimination or harassment or been involved in discrimination proceedings

**The key factor is the impact/effect on the recipient**





## **BULLYING!**

is the most prevalent form of workplace harassment. Almost

# 60%

have seen or heard a supervisor shouting or swearing at a worker.

*It's okay to ask for HELP*

Men suffer from bullying more than women

65% of men reported that they have been bullied

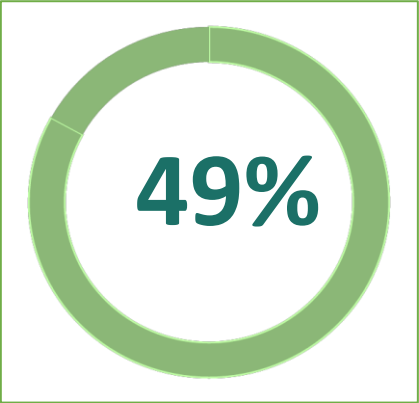
compared to

51% of women

# Prevalence of Bullying & Discrimination

722 respondents

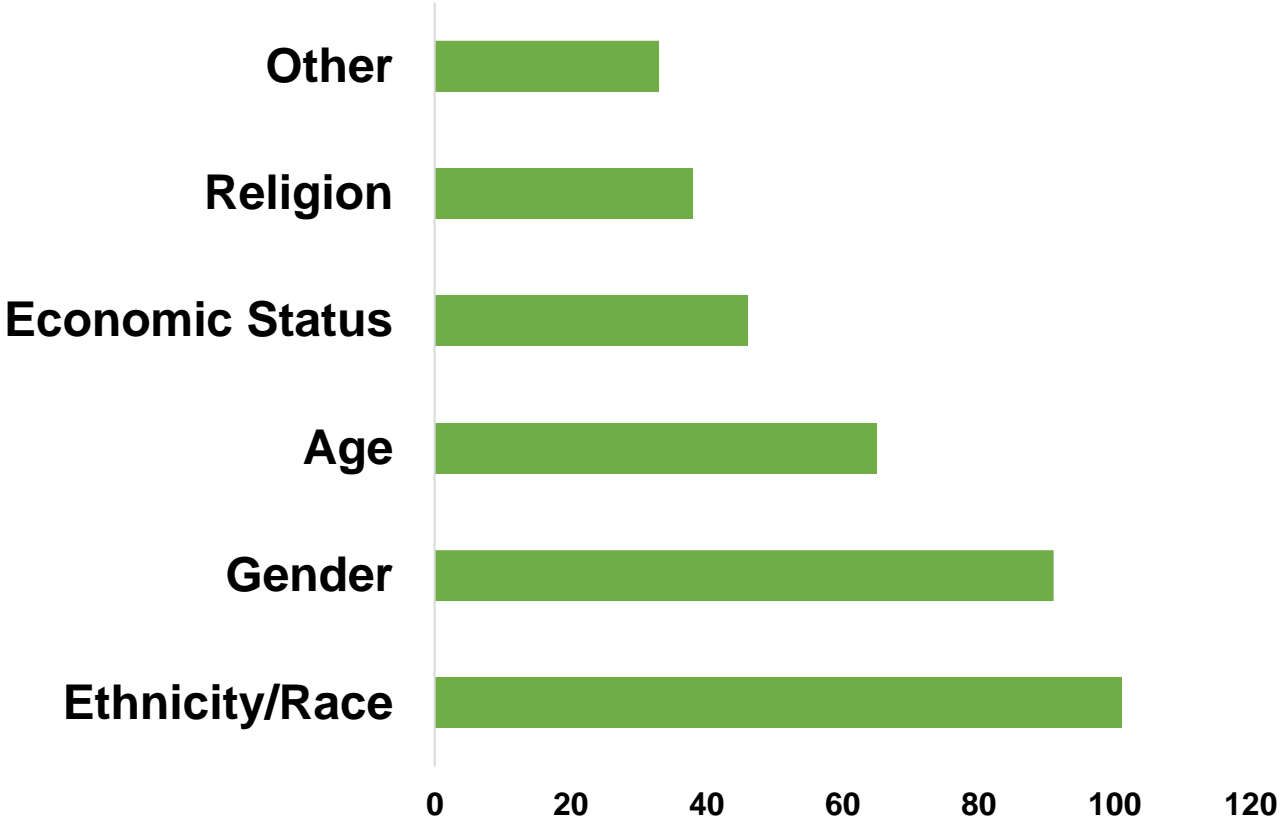
## BULLYING & HARASSMENT



## DISCRIMINATION



## BASIS OF DISCRIMINATION





**1** out of **2** respondents have experienced or personally witnessed unwanted sexual advances at work, but only **1** out of **10** made a formal report or complaint

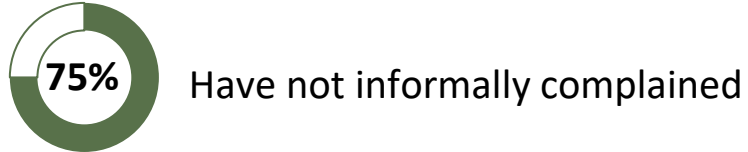
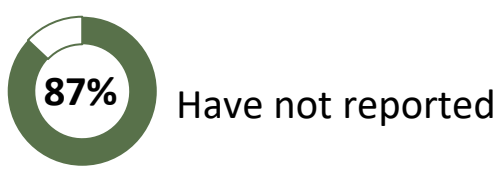
**SAY NO TO SEXUAL HARASSMENT**

Women suffer from sexual harassment more than men

55% of women reported experiencing or personally witnessing sexually harassment

compared to

43% of men



# Sexual Harassment

722 respondents

47% of respondents have experienced or witnessed sexual harassment at work

FORMS OF SEXUAL HARASSMENT		SEXUAL ADVANCES		LOCATIONS	
29%	Sexually explicit language, inappropriate jokes and remarks	59%	Made by supervisor, superior or executive management		Reception/Refreshment area
30%	Sexually suggestive looks, whistles, stares, gestures	24%	Made by a colleague or peer		At conference/business trip
23%	Compromising invitations, offers or presents	15%	Made by subordinate, external stakeholder or other		Online & electronic
25%	Intimate acts, touching, kissing, grabbing	<b>GENDER DYNAMICS</b>			General work area
15%	Request for sexual favors in return for advantage	63%	Senior male to Junior female		Private office
		21%	Male to female colleague		
		2%	Senior female to junior male		
		3%	Female to male colleague		



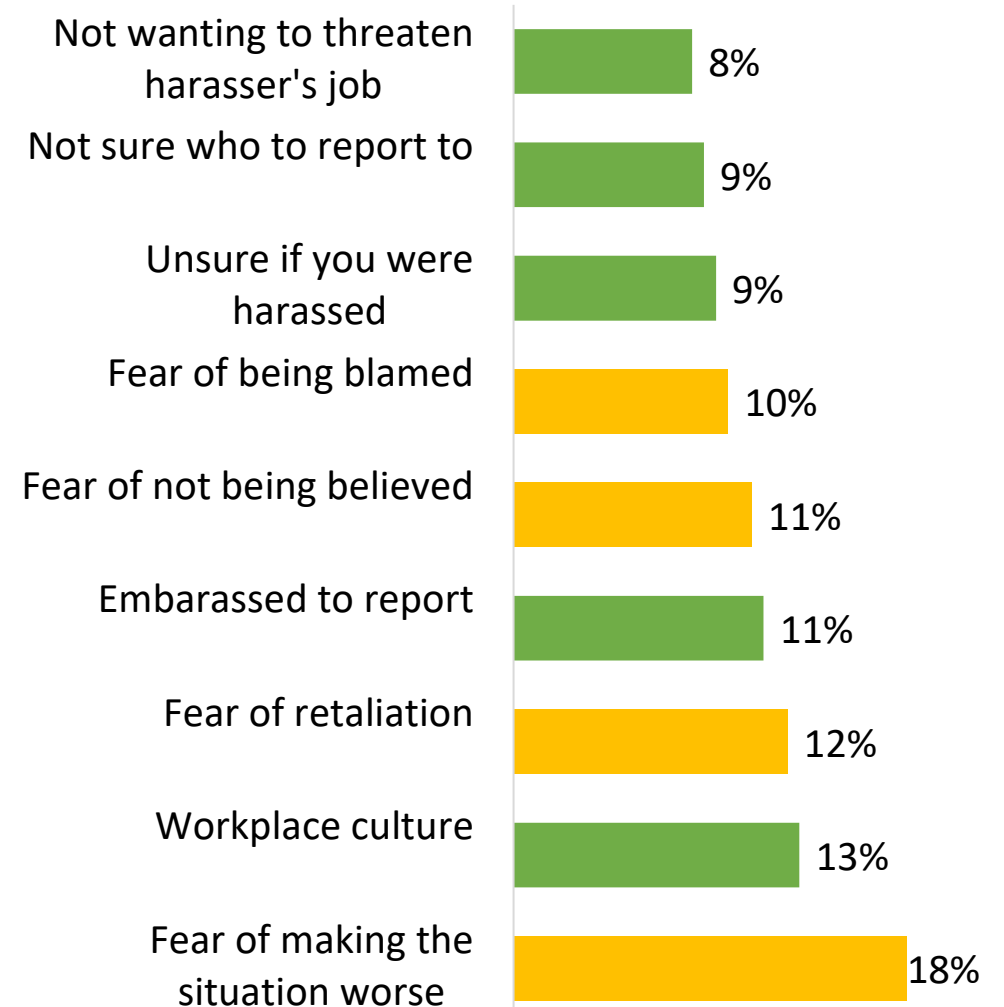


**51%**

of harassment cases in the workplace that don't get reported is due to fear about making an already difficult situation worse for themselves.

SAY NO TO  
**SEXUAL  
HARASSMENT**

## Reasons for not reporting



# Barriers to Reporting

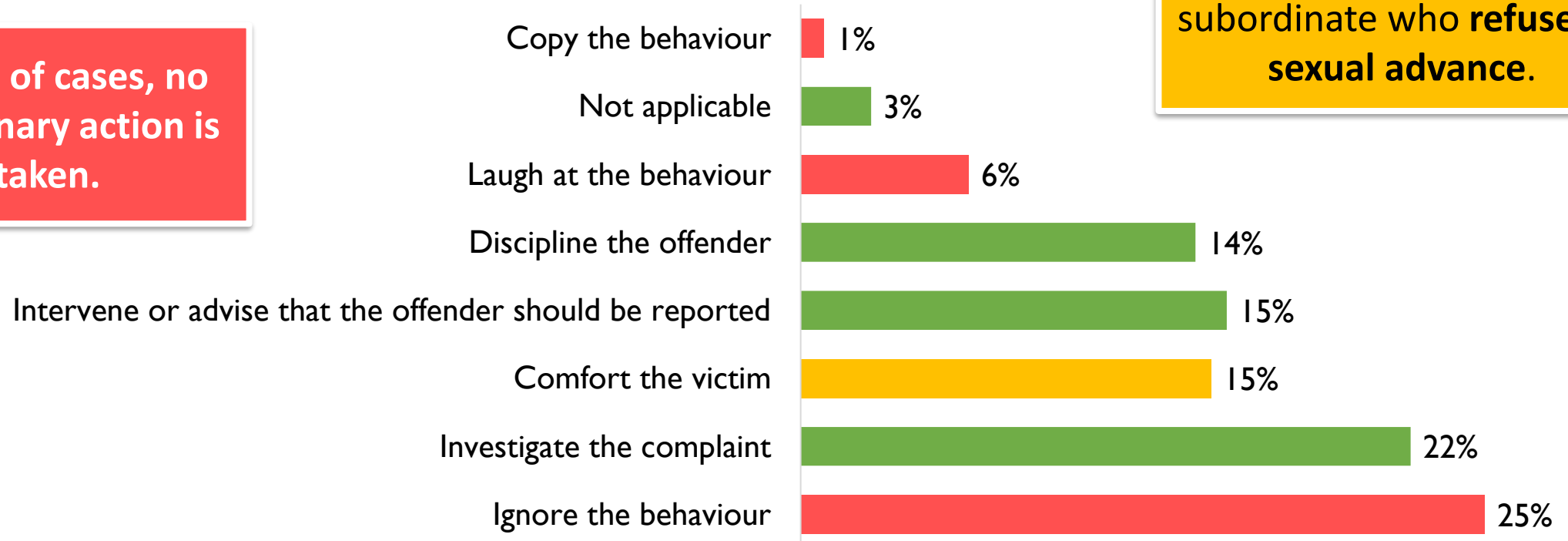
Survey respondents nationwide: **722**

Female **49%** Male **51%**

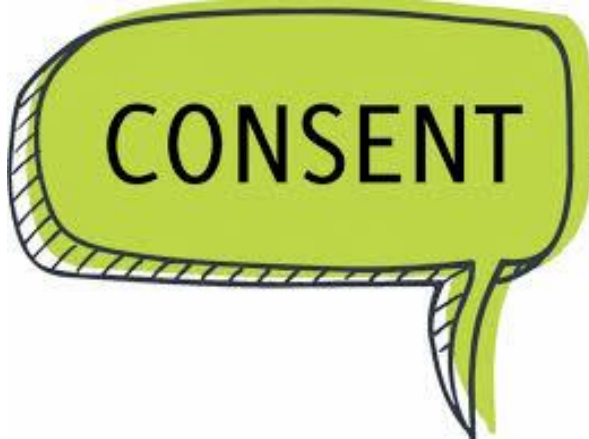
From the survey **88%** of harassment cases do not get reported. Organisations don't take appropriate action to protect complainants and prevent retaliation.

**In 50% of cases, no disciplinary action is taken.**

## Workplace culture



**45%** believe it is **normal** for a **superior** to take **punitive action** against a subordinate who **refused a sexual advance**.



## Consent to intimate or sexual relations

Number of respondents: **722**

51% male. 67% under 35 years

Consent is  
ambiguous & the  
boss-subordinate  
power dynamic is not  
understood

*It is not sexual harassment  
if a subordinate agrees to  
have sex with a superior.*

**39% AGREE**

*Consent yesterday means  
consent today.*

**35% AGREE**

*A person cannot refuse if  
someone in a position of  
power asks for sex in return  
for advantages.*

**18% AGREE**

*Two people don't need to  
have a conversation about  
sex and agree before  
engaging in sexual activity.*

**13% AGREE**

**TRIGGER WARNING:**  
Please note that some of these videos will depict scenes of sexual harassment and aggression



# Testimonies in film





# What is Bullying & Harassment



Source: HBConsult Channel <https://youtu.be/as8PakyPww0>

## TRIGGER WARNING:

Please note that these videos will depict scenes of sexual harassment and aggression. Sexual assault referral resources are available. Please email [surveys@hbalogunconsult.com](mailto:surveys@hbalogunconsult.com)



***Ten minutes in their shoes. Testimonies from the workplace***

***To access the ten 1-minute video clips screened during the launch, and other videos on sexual harassment and discrimination please send an email to [surveys@hbalogunconsult.com](mailto:surveys@hbalogunconsult.com)***

# Steps to address and redress

Actions organisations should take to prevent bullying, harassment & discrimination in their workplaces



# Recommendations

**Anti-harassment  
campaign**

**Leadership  
commitment**

**Confidential  
counselling services**

**Sharing results of  
investigations and  
sanctions**

**Enforcement of  
harassment &  
discrimination policies**

**Staff anti-harassment  
and discrimination  
training**

**Anonymous reporting  
channels**

**Protection from  
retaliation**

# Management has a legal and a moral duty to intervene

Senior management, including the Board of Directors, should take a lead role in providing training and supporting initiatives to tackle and address workplace harassment and discrimination.

Recommendation	Description
Training	Provide training in leadership, communication and respectful workplace skills for senior employees.
Code of conduct	Adopt and actively implement a code of conduct covering standards of behaviour expected of all employees including senior employees.
Public leadership	Actively promote and practice respectful behaviours
External relationships	Build or strengthen external relationships with organisations that can provide support to deliver respectful workplace programs and initiatives.



# Employees have a role and a responsibility

Employees can support by participating actively in training, understanding their organisation’s guidelines and having enough confidence to report incidents of workplace harassment and discrimination, even as observers.

Recommendation	Description
<b>Participate in company training</b>	Attend organisation training on harassment and discrimination.
<b>Know the company code of conduct, policy and reporting mechanisms</b>	Read employer’s code of conduct, policies and reporting mechanisms, understand them and use them to raise complaints for yourself or as an observer.
<b>Contribute to company satisfaction surveys</b>	Share opinions openly through staff satisfaction surveys.

# Human Resources should establish a high-performing and respectful culture

Human resources should be courageous & trustworthy, promote training, formalise organisation responses to allegations, including reporting, and manage organisation initiatives to prevent workplace harassment and discrimination.

Recommendation	Description
<b>Training</b>	Provide training for HR staff to improve awareness of workplace harassment and discrimination and to learn skills to manage workplace policies, reporting mechanisms, and objective investigations. Provide training to employees to promote continuous learning about preventing workplace harassment and discrimination. Consider offering communications training to staff to help them professionally raise and communicate issues and grievances.
<b>Workplace culture</b>	Work with management to propose and implement solutions to help create a respectful workplace culture.
<b>Policy</b>	Implement and communicate a policy on anti-harassment and anti-discrimination including applicable responses and sanctions
<b>Reporting mechanisms</b>	Implement and communicate anonymous reporting mechanisms to receive allegations of workplace harassment and discrimination.
<b>Organise satisfaction surveys</b>	Run regular employee surveys to monitor well-being, if the environment is hostile, and workplace relationships.

# Organised labour and social justice advocates improve the protections

Other groups can support organisations to understand and address workplace harassment and discrimination, and by advocating for a revision of the Nigerian Labour Act to incorporate contemporary best practice in equal opportunity, employee rights and protections.

Recommendation	Description
<b>Legal advocacy</b>	Advocate for the prevention of workplace harassment and discrimination to be identified as employer responsibilities in Nigerian law.
<b>Provide support services</b>	Provide legal advice, guidance on policies & practices and counselling support to organisation and employees.
<b>Training</b>	Offer training to organisations to support efforts to prevent and respond to workplace harassment and discrimination.
<b>Advocacy campaigns</b>	Raise public awareness about topics such as bullying & intimidation, sexual harassment, victim-blaming & consent. Particularly engaging boys and girls from secondary school upwards and men and women in university.
<b>Partnerships</b>	Develop partnerships between the private, public & development sectors to address workplace harassment and discrimination more effectively together.



International  
Women's Day

I have a constitutional right to  
**equal opportunity** and  
**dignity** in the workplace

If I offend a  
subordinate or  
colleague, I will  
apologise and  
'check' myself

How come there are no  
women in management  
and on the board?

Our managers  
need training on  
how to give  
feedback without  
tears

How come we don't have  
People Living with  
Disabilities on our staff?

# #ChooseToChallenge

Why don't we have a  
policy on harassment  
and discrimination?

If I am offended  
by harassment I  
will address the  
situation or ask  
for help

Why don't we have  
anonymous reporting  
channels?

If I observe  
harassment in the  
workplace, I will  
intervene or report  
the behaviour



# Appreciation



**Michael Dugeri**  
Corporate Commercial Lawyer  
Austen-Peters & Co



**Dr Abiola Akiyode-Afolabi,**  
Humanitarian Law Lecturer at  
University of Lagos  
Executive Director, Women  
Advocacy organization, WARDC



**Lamin Balogun**  
Research Analyst  
Freelance

Thank you to everyone who helped circulate the link to the survey. We are collecting data for the 2021 report, so please continue to spread the word especially to under-represented groups in this report such as People living with Disabilities, Geo-political zones, Public Sector workers, people in Academia and in the Informal Sector (Markets and MSMEs), where the bulk of our population are employed. **Please share this link or respond to the survey yourself. Responses are anonymous. <https://forms.gle/tXowmgVTKcBCHLv9>.**

*Thank you for  
joining us*

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# Thank You

## **Habiba Balogun Consulting**

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LAGOS | ABUJA | ACCRA

# ABOUT HABIBA BALOGUN CONSULTING

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HBC also works as part of a global network and alliance of Nigerian OD/OE Consulting Firms and Practitioners.