

The Consequences of #MeToo: Intended and Not. What Employers Should Do

**Michael T. Zugelder
Old Dominion University**

The #MeToo movement has raised awareness of workplace sexual harassment, and by doing so, moved employers to revisit and improve their efforts to prevent its occurrence and lawmakers to better address the problem. Still, the movement has had unintended managerial consequences including evidence of a sceptic minority view toward harassment victims and a fear based managerial backlash that threatens employers' mentorship of women. These unintended consequences must be addressed with leadership and proactive employer measures to prevent sexual harassment and preserve progress toward gender equality in the workplace.

Keywords: #MeToo, Consequences, Harassment, Management.

INTRODUCTION

In 2007 sexual harassment and assault victims advocate Tarana Burke established the nonprofit organization “MeToo”. Ten years later and after the advent of social media, actress Alyssa Milano invited those who had experienced harassment to share their story using “#MeToo”. In one day’s time, over 12 million stories were posted. (Garcia, 2017)

Described by some as the largest collective labor action of the early twenty-first century, (Windham, 2017), #MeToo is now a nationwide social movement that coordinates and advocates efforts to prevent sexual harassment. (Stop Street Harassment, 2018), joining other concerned organizations to issue a comprehensive national study on sexual harassment and assault in early 2018. As a powerful social movement, it has sensitized and motivated victims to assert their workplace right to be free of sexual harassment in violation of the Title VII of the Civil Rights Act of 1964.

Because of the profound awakening #MeToo has triggered, and as employment law firms and HR specialists correctly forecasted, reports of sexual harassment and subsequent claims have risen dramatically as victims are better educated and more empowered to speak up. (Bomkamp, 2017) Congress has taken notice by increasing the EEOC’s remaining 2018 budget by an additional \$15 million, in excess of its request. The addition was attributed to the anticipated increase in sexual harassment claims workload. (Hamilton, 2018). In fact, the EEOC has since reported a 12% increase in filed harassment claims in 2018. (EEOC, 2018).

#MeToo has indeed caused the legal mechanics designed to address the harassment problem to work better and employers are now reevaluating their policies and training to identify and prevent this serious employment problem. But that’s not the only benefit. There is evidence that the #MeToo movement has

educated the general public which largely considers it favorably. The same can be said for employers who report changes in both attitude and behavior.

Still, major social movements can have negative unintended consequences. #MeToo movement is not exempt. Some maybe the result of the movement's perceived zealousness and poor management response to sexual harassment, motivated by prejudice or fear. It will be the challenge of good management for employers to control these unintended results going forward.

This discussion will consider both the positive intended and unintended negative consequences of the #MeToo and how employers can best respond. Part II examines the positive results of the movement, Part III the unintended consequences, and Part IV will review how employers might address and minimize the latter.

INTENDED CONSEQUENCES OF #METOO

First, the good news. Positive changes have occurred in reporting and employer prevention efforts. The law and its enforcement have also become more responsive to victims rights. Consider these:

Increased Awareness and Harassment Reporting

According to a poll of 1000 Americans conducted by NPR-Ipsos in the fall of 2018, a large majority of 69% said #MeToo improved the chances that sexual harassment offenders will be held accountable. Still, the same poll showed that 40% believed that the movement has gone too far. Those with that concern were more likely male, older, and politically conservative. (Smith, 2018)

As a direct result of the #MeToo movement, there has been a meteoric rise in media coverage, public discussion, and opinion surveys of the problem of workplace sexual harassment. (Steinberg, 2018) And surveys and polls reflect both an increased awareness and concern by all employment stakeholders. Courage and motivation has been supplied to victims. Their claims made to the EEOC saw an increase for the first time in a decade and a 12% increase during the year alone since #MeToo began. (EEOC, 2018).

Better Management Behavior

After #MeToo a survey of management executives conducted by the Society for Human Resource Management reported that a 1/3 of them said they made changes to their workplace conduct. (SHRM, 2018) A follow up poll by SHRM shows those changes are generally in accord with the EEOC guidance concerning conduct that can create workplace harassment like inappropriate language and physical contact in the workplace. (Gurchiek, 2018). There are further changes seen.

Improvements in Prevention and Training Policies

Employers are racing to reevaluate and improve anti-harassment policies, reporting procedures and training. And they are seeking legal advice to accomplish that. Employment law firms, whether they represent potential claimants or respondent employers, are seeing the impact with inquiries rising dramatically:

“There’s not a lawyer doing this kind of work we do whose phone is not ringing off the hook”, said Debra Katz of Katz, Marshall and Banks. “Women have gotten to a place where it’s much safer to stand up to it and employers are more concerned about damage to brand”. Organizations that provide sexual harassment victims with help are also seeing the impact. For example, during December 2017 there was a five-fold increase in the number of calls came to the National Women’s Law Center which disseminates information on how to bring a EEOC claim. (Przybyla, 2017)

Law firms representing only employers in employment issues also report an increase in inquiries and requests for advice, due to the impact of #MeToo. Attorney Edward Cherof of the employment law practice of Jackson Lewis reported that:

“We are spending more time with our clients...I think it’s the beginning of the new normal...I was struck by the fact that this really was something different...we have been assisting companies on their policies on handling sexual harassment and the protocol for what happens when a claim is reported and who should do what when...we are being asked much more frequently in this environment to take a look at the policies and revise them to be able to better handle the realities of today’s workplace... It’s a healthy byproduct “(of the #MeToo allegations). (Cinquegrani, 2018)

Since #MeToo a greater percentage of firms are revisiting their policies reporting procedures and preventative training. Training now frequently includes “Bystander Training” with emphasis of workers ability to identify and report sexual harassment. (Greenfield, 2018)

Taken together, this picture suggests that, after #MeToo, sexual harassment victims, now more informed of their legal rights and more willing to exercise them, will be met by a workplace environment more attuned to address and prevent the problem through improved policies and training.

Employers Insuring to Compensate Claimants

Employers have dramatically increased their demand for insurance to cover the losses caused by harassment injuries and claims. The line of coverage that employers are seeking and paying increasing premiums for is referred to as an “Employment Practices Liability” policy. The policies usually provide the standard benefits of legal defense and suit or settlement costs, and cover claims of wrongful termination, civil rights discrimination, and sexual harassment claims. Policies often define the insured as the company, employees and others, regardless of whether the harassment claim is solely against an individual employee. However, policies may exclude punitive damages coverage depending on jurisdictional factors. (Zola, 2017). Premium costs are influenced by risk factors including the firm’s size and level of coverage, but also its claims history, and estimated strength of employment practices. In 2017, the median EPL coverage purchased was about \$1 million and at an annual premium of about \$4900. (Tobenkin, 2018) EPL’s have been offered for over a decade and their market considered mature. Now their demand by employers is predicted to increase dramatically, since publicity of claims against high-profile harassers and #MeToo movement. The demand for EPLI coverage is expected to rise by 49 percent to reach \$3.1 billion in 2025. And the cost for coverage is going up as well. In 2017, the median EPL coverage purchased was about \$1 million and at an annual premium of about \$4900. The premium price has increased with the demand, beyond that of other lines of corporate insurance, rising 30 percent from 2011 to 2017. (Tobenkin, 2018)

Employer Imposed Economic Sanctions for Sexual Harassment

The #MeToo movement has also caused firms to revisit existing executive compensation policies and agreements by broadening claw back provisions, once reserved for financial misconduct, to include proven claims sexual harassment, as a more proactive means to of prevention and accountability. Such claw back assessments recognize the significant economic harm to victims and the firm as well and could serve as a source of funds for both. (Shonowo, 2018)

Improvements in Law and Law Enforcement

#MeToo has also caused changes in the legal treatment of sexual harassment at both the federal and state level. The EEOC has been energized. Some new state laws have even exceeded existing federal protections.

Increased Federal Law Enforcement

18 months since the Harvey Weinstein debacle, and shortly before the hearings to consider Judge Kavanaugh for the Supreme Court, and the increased Congressional funding, the EEOC energized by #MeToo wasted no time by issuing a preliminary report of sexual harassment data for FY 2018, confirming the Commissions aggressive posture as driven by #MeToo. Data showed the agency filed 66

harassment actions representing a 50% increase over 2017. New charges rose 12% to over 7500 cases and represented the first increase in nearly a decade. Through lawsuits and administrative settlements, the EEOC collected almost \$70 million for sexual harassment victims in the first 10 months of 2018, up \$45.7 million from 2017. Acting agency chair, Victoria Lipnic confirmed the Commission's focus and determination in the agency's Oct 4, 2018 Press Release confirming its commitment to confront workplace harassment and its enforcement summary entitled "What You Should Know: EEOC Leads the Way in Preventing Workplace Harassment" emphasizing an intended consequence of the #MeToo movement:

Combatting all forms of workplace harassment - whether based on sex, race, color, disability, age, national origin, or religion -- remains a top priority of the EEOC. "I am so proud of the EEOC staff who stepped up to the heightened demand of the #MeToo movement to make clear that workplace harassment is not only unlawful, it is simply not acceptable," said Acting Chair Victoria A. Lipnic. "As the agency with expertise, as the enforcer of the law, and as an educator, the EEOC has continued to lead the way to achieve the goal of reducing the level of harassment and to promote harassment-free workplaces." (EEOC, 2018)

In the past twelve months, the country heard story after story of sexual harassment that just one year before might never have been told. The EEOC's mandate to enforce the nation's employment discrimination laws affords us a unique perspective and responsibility to address the pervasive problem of sexual harassment to which the rest of the nation is now awakening. (EEOC, 2018)

Vigorous enforcement efforts by the Commission show a 50% increase over 2017 with 66 Federal lawsuits filed by the Commission to challenge workplace harassment- 41 of them being cases of sexual harassment. Also up over 2017 are increased administrative reasonable cause findings (23.6%), and increased settlement conciliations (43%), all paying the \$70 million in recoveries to sexual harassment victims. A new enforcement guidance to give employers notice of increased future scrutiny has been proposed and received over 150 written comments. To meet the heightened demand for information caused by #MeToo the Commission has developed and issued informational statements, conducted over 1,000 outreach events, and reconvened its 2016 select task force on the study of workplace harassment which held a public meeting "Transforming #MeToo into Harassment- Free Workplaces" to examine legal issues and share innovative strategies to prevent workplace harassment. In addition, the EEOC has adopted programs advocating employers' policies to create a respectful workplace for all workers. The culture of respect is further considered below in the wake of #MeToo.

New State Law Measures

The #MeToo Movement has had its impact on state law as well. In 2018 no less than 125 new measures have been passed on sexual harassment and employer's harassment policies that exceed anything required by Federal law or regulation. Many state laws are designed to eliminate sexual harassment within state legislatures via expulsion, criminalization, and training. (NCSL, 2018)

At least 16 states have introduced measures either limiting or forbidding use of non-disclosure agreements related to civil sexual harassment settlements. (Hultin, 2018) Those proposals became law in six states. (Governing, 2018) Other state including California, Maine, New York, Oregon and Washington mandate employer harassment training.

In total new state measures, California leads the way, by enacting 6 new laws that go beyond Federal protections: Small employer's with 5 or more employees now must do harassment prevention training, non-disclosure clauses in settlement agreements reached following suit, are now generally banned, the definition of harassment and potential claimants are expanded beyond Federal guidelines, waiver clauses

preventing testimony are now void, and talent agencies and social services have expanded obligations to educate and prevent harassment. (Boyer, 2018).

Mandatory arbitration used to foreclose harassment claims has also been addressed. Among the 4 new laws passed by Washington, one now voids any employment contract or arbitration agreement that interferes with a harassment victim's right to file a complaint. (La Corte, 2018). New York and other states likewise forbid enforcement of both non-disclosure and mandatory arbitration of sexual harassment claims. (Wells, 2018)

Defamation suits used to silence harassment victims is another barrier California has removed. An additional California law protects victims, witnesses, and former employees from defamation claims for making complaints or communicating information about alleged harassers pending a sexual harassment complaint. (Sebai, 2018)

UNINTENDED CONSEQUENCES OF #METOO

Since the advent of #MeToo, a number of leading business journals have featured stories about negative consequence of the Movement. They appeared to fit within the following broad categories.

A Negative Minority View of Harassment Victims, Their Claims, and #MeToo

Surveys of the public's view are not in uniform support and some surveys are detecting a backlash toward the issue of sexual harassment prevention. A comparative set of surveys reported by the Economist show Americans have become more skeptical about sexual harassment during 2018. These surveys showed an increasing number of those surveyed said women who complained about sexual assault were a bigger problem than were unreported assaults that women who complained about harassment claim caused more trouble than they solved, and that men facing claims made for acts of past harassment beyond 20 years should not lose their jobs. Results significantly varied along gender and political affiliation. (The Economist, 2018) Nevertheless these are certainly results #MeToo did not intend to generate. And the nation appears split on the more specific issue of whether #MeToo has gone too far, again with one survey showing a split opinion along gender, age and political views. Concerns voiced frequently included fear of false accusations and lack of a fair process to defend against such claims. (Smith, 2018).

Still other polls paint a different picture and the contrary view, where respondents felt that the movement has been largely ineffective in causing improvement toward preventing workplace sexual harassment. A 2018 survey taken by Fairgodboss had 57% of women say that media attention to sexual harassment left the workplace unchanged. (Huang, 2018) To the more specific question of whether the #MeToo movement had made an impact at their workplace since 2017, 70% said no. Only 8% of women said the movement had caused their employer to adopt or improve an existing sexual harassment policy. The Guardian reports that #MeToo has revealed a split within the feminist movement beyond that caused by generation or age, with some women taking an individualistic approach that rejects #MeToo, the main complaint asserted, being that the movement lacks nuance and judgment by grouping serious with minor offenses to create too wide a spectrum of sexual misconduct. (The Guardian, 2018)

False Claims of Sexual Harassment

A key factor fueling negative public views of harassment claims and claimants is the fact that false claims may occur. "It is a very scary time for young men in America" opined President Donald Trump in reference to the Kavanaugh hearings. (CNN, 2018) In a survey conducted by Morning Consult in October 2018 57% of over 2000 respondents said they were equally worried about men facing allegations of sexual assault as they were regarding women facing the related injury of sexual assault. (MorningConsult.com, 2018). Still, studies show that the prevalence of false reporting of sexual assault is relatively low, between 2 to 10%, according to the National Sexual Violence Recourse Center. The NSVRC further cautions that those low numbers are inflated by inconstant definitions and procedures reports. (NSVRC.org, 2012) And in fact there is nothing but anecdotal stories of false sexual harassment

claims, as against statistical evidence showing that its far more likely, even after #MeToo that victims of sexual harassment are not reporting a harassment event, for a variety of reasons.

A Managerial Backlash Threatening Women's Rights

Sometimes fear is worse than the real thing. And although there is little evidence of wide spread false claims of sexual harassment, there appears to be occurrences of managerial workplace backlash by men against women, largely fueled by fear of harassment claims. Such backlash, if unchecked, can reverse organizational progress toward gender neutrality. A number of surveys of male managers have suggested that because of #MeToo, managers fear false claims, or are so uncertain of proper behavior parameters, that women may suffer adverse effects of a subtle backlash in the workplace as a result.

To avoid the perceived risks and downside of a potential claim, women may begin to face anew, gender discrimination in hiring and promotion decisions, because harassment claims make women in the workplace seen as just too much trouble. A Pew Research Center survey showed 51% of respondents (both men and women) said it is now harder for men to know how to interact with women in the workplace. (Graf, 2018). A SourceMedia survey of financial firms reflects concern that women would be excluded from work situations, and that hiring and mentoring programs were being reconsidered. Another survey conducted by Lean In and SurveyMonkey revealed that nearly half of male managers surveyed were now uncomfortable working with women in common work activity such as mentoring, business travel or meals so that they will likely be discontinued. (Gourguechon, 2018). If true, the potential damage done to women's career development, especially in-service industries and professional organizations, dependent on mentors and interaction with management, which in many cases, remain predominately male, is obvious.

DISCUSSION

The #MeToo movement has brought positive changes. Critically, it has raised awareness of the problem of workplace sexual harassment and the rights of its victims. In doing so it has moved employers to revisit and improve their policies and procedures and caused them to seek insurance to pay for claims when prevention failed. It has also energized both administrators in charge of its prevention and lawmakers to address workplace sexual harassment anew with new law and more aggressive enforcement to prevent its occurrence.

With positive social movement, there can be unintended consequences. A minority of the general public and managers as well hold views of the problem and its victims that are not consistent with the evidence. And polls show signs of managerial backlash against support of gender equality that threaten equality efforts of mentorship and sponsorship, caused by fear of unjustified charges and unfair process. These unintended consequences must be addressed with proactive measures assuring all employees that sexual harassment will not be tolerated and that policies and procedures for handling the problem will be fair to all.

Create a Prevention Program with Fairness

Employers need to continue the commitment toward the goal of workplace free of sexual harassment as a consistent part of policies and practices to oppose sex discrimination and advance workplace gender equality. That means over reaction in fear of unjustified claims needs to be countered, to prevent its manifest into sex discrimination by the exclusion of workplace opportunities for women. To do so requires an organizational focus on the problem of harassment, well written policies and guidelines for prohibited conduct and its reporting, continuous anti-harassment training and unconscious bias prevention, and assurance to employees that while the firm takes harassment claims seriously, the investigation of those claims will be done fairly to protect all interests involved. (37) (Sokolow, 2018)

Protect Affirmative Programs Supporting Equal Workplace Rights

Beyond sexual harassment prevention, the equal right of women to workplace must continue to be protected from unintended consequences of managerial backlash. In that regard, outspoken women's rights advocate, and COO of Facebook and nonprofit LeanIn.org., Sheryl Sandberg said this:

We need a world where women don't get sexually harassed, full stop period, but what's important: That's not enough, not enough...we need a world where women, and women of color particularly, get equal opportunity. It is not enough not to harass us. It's necessary but not sufficient. (38)(Johnson, 2018). Critically, equal right to workplace mentoring and sponsorship that are many times necessary for promotion and success, must be proactively protected. To support nondiscrimination, Sandberg and LeanIn.org launched the #MentorHer campaign, to educate on the importance of management mentoring women and provide information and research to show why mentorship matters and offer guidance for doing it effectively without negative consequence. Business leaders from some of the largest employers have publicly committed to the campaign and its efforts. (PRNewswire, 2018).

The big four accounting firm KPMG is one company that proactively addressed potential negative consequences of a #MeToo backlash toward mentoring and sponsorship opportunities. As #MeToo impacted their workplace, its director for inclusion and diversity Barbara Wankoff led a firm wide discussion of the existing values and procedures for reporting and investigating harassment claims, emphasizing that a full investigation and fair treatment will be given to those accused:

“We reminded our partners and our professionals that we go through a thorough investigation. Somebody was not going to be tarnished without a full investigation. We reinforce that fairness...We don't want our men to be pulling back from our female professionals.”

KPMG's management mentoring and sponsorship programs of female professionals are considered paramount to the firm's commitment toward women's career advancement and diversity to bring their best people to its clients. That commitment is demonstrated by programs in place to eliminate bias in hiring and internal operations that predate #MeToo and further firm wide gender equality, that include cultural awareness, training and procedures to reduce unconscious bias, commitment to mentoring and sponsorships, responsiveness to negatives like a #MeToo backlash, and committed top management. In fact, in 2015 the firm celebrated the first women CEO of the Big Four. (Gourguechon, 2018)

Take Advantage of EEOC Respectful Workplace Training Initiatives

As employers move toward a workplace culture free of harassment, an important resource is available. Since its launch in October of 2017 the EEOC has offered training for employers to establish “Respectful Workplaces”, that teaches skills to promote respect and intercede problematic behaviors. Compliance training has also been offered and conducted. Thousands of employees and supervisors have been involved in both programs. (EEOC, 2018) These opportunities are highly recommended to employers.

CONCLUSION

The #MeToo movement has brought positive consequences for the fight against sexual harassment in the workplace. Still, employers must make the commitment and be vigilant to address the unintended consequences that may arise while they lead efforts to prevent sexual harassment in the first place.

REFERENCES

- Bomkamp, S. (2017, December 27). *#MeToo in 2018: Will the movement create real change in the workplace?* Retrieved April 23, 2018, from <http://www.chicagotribune.com/business/ct-biz-metoo-sexual-harassment-future-20171214-story.html>
- Boyer, T., Burnett, C., & Olowude, A. (2018, October). *#MeToo Legislation Lands In California With A Thud*. Retrieved Jan. 29, 2019, from <https://www.theemployerreport.com/2018/10/metoo-legislation-lands-in-california-with-a-thud/>
- Cinquegrani, G. (2018, March 20). *#MeToo Movement Keeps Employment Lawyers Busy*. Retrieved April 23, 2018, from <https://bna.com/news/bna.com/daily-labor-report/metoo-movement-keeps-employment-lawyers-busy>
- Civil Rights Act of 1964, *42 USC 2000e-2 et. sec.* (2018).
- Equal Opportunity Employment Commission. (n.d.). *Charges Alleging Sex-Based Harassment (Charges filed with EEOC) FY 2010 - FY 2017*. Retrieved April 23, 2018, from https://www.eeoc.gov/eeoc/statistics/enforcement/sexual_harassment_new.cfm
- Equal Opportunity Employment Commission. (n.d.). *EEOC leads the Way in Preventing Workplace Harassment*. Retrieved April 23, 2018, from <https://www.eeoc.gov/eeoc/newsroom/wysc/preventing-workplace-harassment.cfm>
- Equal Opportunity Employment Commission. (2018, October 4). *Press Release. EEOC Releases Preliminary FY 2018 Sexual Harassment Data*. Retrieved February 1, 2019, from <https://www.eeoc.gov/eeoc/newsroom/release/10-4-18.cfm>
- Equal Opportunity Employment Commission. (1980). *Guidelines on Discrimination Because of Sex, 45 Fed. Reg. 74,676, 74677 (1980, November 10), 29 C.F.R. Sec. 1604.11c.*
- Garcia, S. E. (2017, October 20). *The Woman Who Created #MeToo Long Before Hashtags*. Retrieved April 23, 2018, from <https://www.nytimes.com/2017/10/20/us/me-too-movement-tarana-burke.html>
- Greenfield, R. (2018, October 9). *#MeToo Bringing positive Changes and Unintended Consequences to Workplaces*. Retrieved January 28, 2019, from <https://www.insurancejournal.com/news/national/2018/10/09/503699.htm>
- Gourguechon, P. (2018, July 29). *How One Company Responded Proactively to the #MeToo Backlash*. Retrieved August 29, 2018, from <https://www.forbes.com/sites/prudygourguechon/2018/07/29/one-companys-proactive-response-to-the-metoo-backlash-and-yes-thats-a-real-thing/#664f08a6508b>
- Gourguechon, P. (2018, August 6). *Why in the World Would Men Stop Mentoring Women Post #MeToo?* Retrieved August 29, 2018, from <https://www.forbes.com/sites/prudygourguechon/2018/08/06/why-in-the-world-would-men-stop-mentoring-women-post-metoo/#4662ae7279a5>
- Governing. (2018, August 27). *States Limit Workplace Confidentiality Agreements*. Retrieved March 27, 2019, from <https://www.governing.com/topics/workforce/States-Move-to-Limit-Workplace-Confidentiality-Agreements.html>
- Graf, N. (2018, April 4). *Sexual Harassment at Work in the Era of #MeToo*. Retrieved March 29, 2018, from <https://www.pewsocialtrends.org/2018/04/04/sexual-harassment-at-work-in-the-era-of-metoo/>
- Gurchiek, K. (2018, October 4). *One Year After #MeToo and the “Weinstein Effect”: What’s Changed?* Retrieved March 18, 2019, from <https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/sexual-harassment-workplace-weinstein-effect.aspx>
- Hamilton, M. A. (2018, April 02). *The EEOC and the #MeToo Era: Is the Budget Increase Enough?* Retrieved April 23, 2018, from <https://verdict.justia.com/2018/03/29/eeoc-metoo-era-budget-increase-enough>

- Huang, G. (2018, October 30). *What Has Changed in the Workplace For Women a Year After #MeToo*. Retrieved October 31, 2018, from <https://www.forbes.com/sites/georgenehuang/2018/10/30/what-has-changed-in-the-workplace-for-women-a-year-after-metoo/#48ebd20017f0>
- Hultin, S. (2018, May). *Addressing Sexual Harassment in the Workplace*. Retrieved March 27, 2019, from <http://www.ncsl.org/research/labor-and-employment/addressing-sexual-harassment-in-the-workplace.aspx>
- Johnson, K. (2018, March 2). *Sheryl Sandberg on #MeToo: Men need to do more than stop sexually harassing women*. Retrieved March 29, 2019, from <https://venturebeat.com/2018/03/02/sheryl-sandberg-on-metoo-men-need-to-do-more-than-stop-sexually-harassing-women/>
- La Corte, R. (2018, March 21). *Washington Gov. Jay Inslee signs package of bills sparked by #MeToo Movement*. Retrieved January 29, 2019, from <https://www.seattletimes.com/seattle-news/politics/washington-gov-jay-inslee-signs-package-of-bills-sparked-by-metoo-movement/>
- National Conference of State Legislatures. (2019, February 11). *2018 Legislation on Sexual Harassment in the Legislature*. Retrieved March 27, 2019, from <http://www.ncsl.org/research/about-state-legislatures/2018-legislative-sexual-harassment-legislation.aspx>
- National Sexual Violence Resources Center. (2012). *False Reporting Overview*. Retrieved <https://www.nsvrc.org/publications/false-reporting-overview>
- PRNewswire. (2018, February 6). *LeanIn.Org Launches #Mentorher, a Call-to-Action for Men to Mentor Women*. Retrieved March 29, 2018, from <https://www.prnewswire.com/news-releases/leaninorg-launches-mentorher-a-call-to-action-for-men-to-mentor-women-300593964.html>
- Piacenza, J. (2018, October 11). *A Year into #MeToo, Public Worried About False Allegations*. Retrieved March 30, 2019, from <https://morningconsult.com/2018/10/11/a-year-into-metoo-public-worried-about-false-allegations/>
- Przybyla, H. M. (2017, November 15). *Weinstein effect' is boosting inquiries about workplace harassment*. Retrieved April 23, 2018, from <https://www.usatoday.com/story/news/politics/2017/11/14/u-s-government-may-see-weinstein-effect-boosting-reports-workplace-harassment/862613001/>
- Sebai N. (2018, December 20). *New Law Will Protect California Employees from Defamation Lawsuits After Reporting Sexual Harassment*. Retrieved March 27, 2019 from <http://www.capradio.org/articles/2018/12/20/new-law-will-protect-california-employees-from-defamation-lawsuits-after-reporting-sexual-harassment/>
- Shonowo, O. (2018, July 5). *#MeToo Provisions in Executive Compensation: Is it Time to Redefine 'Cause' and Expand Clawbacks?* Retrieved April 8, 2019, from <https://www.bna.com/metoo-provisions-executive-b73014477072/>
- Society for Human Resources Management. (2018, October 4). *Harassment Free Workplace Series: The Executive View*. Retrieved March 18, 2019, from <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Pages/Workplace-Sexual-Harassment.aspx>
- Sokolow, D. (2018, December 14). *Preventing the Unintended Consequences of #MeToo*. Retrieved January 28, 2019, from <https://www.bakerdonelson.com/preventing-the-unintended-consequences-of-metoo>
- Steinberg, B. (2018, October 5). *Media Coverage of Sexual Assault, #MeToo, is Rising*. Retrieved March 18, 2019, from <https://variety.com/2018/biz/news/media-coverage-sexual-assault-metoo-1202970077/>
- Smith, T. (2018, October 31). *On #MeToo, Americans More Divided By Party Than Gender*. Retrieved March 18, 2019, from <https://www.tpr.org/post/metoo-americans-more-divided-party-gender>
- Stop Street Harassment. (2018). *The Facts behind the #MeToo Movement: 2018 Study on Sexual Harassment and Assault*. Retrieved April 23, 2018, from <http://www.stopstreetharassment.org/resources/2018-national-sexual-abuse-report/>

- The Economist. (October 15, 2018). *After a Year of #MeToo, American Opinion has Shifted Against Victims*. Retrieved October 31, 2018, from <https://www.economist.com/graphic-detail/2018/10/15/after-a-year-of-metoo-american-opinion-has-shifted-against-victims>
- The Guardian. (2018, May 11). *How #MeToo Revealed the Central Rift within Feminism Today*. Retrieved August 29, 2018, from <https://www.theguardian.com/news/2018/may/11/how-metoo-revealed-the-central-rift-within-feminism-social-individualist>
- Tobenkin, D. (2018, August 23). *EPLI: Protection Against Bad Actors at Work*. *Society for Human Resource Management*. Retrieved December 1, 2018, from <https://www.shrm.org/hr-today/news/hr-magazine/0918/pages/epli-protects-against-bad-actors-at-work.aspx>
- Yan, H., & Chavez, N. (2018, October 4). *Trump Says its Scary Time for Men. Here Are the Stats on False Sexual Assault Claims*. Retrieved March 31, 2019, from <https://www.cnn.com/2018/10/02/politics/trump-scary-time-for-young-men-metoo/index.html>