THE WORLD’S MOST ETHICAL COMPANIES
INTRODUCING THE 135 HONOREES FOR 2021

FEATURING: CEO CONTRIBUTIONS FROM AARP, CAPGEMINI, AND HPE

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2021
When you join the Business Ethics Leadership Alliance (BELA), you’re making a choice to elevate how your team and organization manage ethics, compliance, governance, and culture.

BELA members are the current and future leaders of our field. We share insights and solve problems at Ethisphere roundtables, events, and working groups. We contribute best practices, unique perspectives, and field-tested program elements for our community to help each other do better.

Sound like somewhere you want to be?

Join BELA at bela.ethisphere.com and be welcomed by over 300 of your peers.
The practices of the World’s Most Ethical Companies exemplify these themes and others. A few highlights:

- Multi-stakeholder approach: Nearly all honorees have publicly recognized that the corporate purpose of a company goes beyond the traditional role of making money for investors. They understand that companies have numerous stakeholders, including employees and communities. Companies are stating this in their publicly disclosed values, as well as incorporating it into their business through risk assessments, business plans, and other means.

- Transparency around gender & diversity: Companies are increasingly publishing annual workforce diversity reports, and supporting initiatives to improve employment opportunities and the pipeline for underrepresented groups. This includes mentoring or training of women, people of color, and those with disabilities.

- Supporting employees and communities during COVID: The World’s Most Ethical Companies stepped up during the pandemic. They supported local businesses through donations and purchasing, and participated in relief efforts. Leaders expanded access to mental health resources—counselling, support groups and more—and wellness programs. They also worked to help people stay employed. Examples include an initiative that brings together companies undergoing layoffs with companies in urgent need of workers; and a workforce development movement that includes opportunities for training, internships, and jobs.

- Raising a voice on social issues: Companies continue to participate in the process to establish legal standards that are consistent with moral standards. Numerous companies joined in efforts to recognize and protect the rights of LGBTQ+ individuals.

There are so many more examples of the ways that the World’s Most Ethical Companies stepped up to improve the lives of their stakeholders and worked to forge a more sustainable future.

We look forward to the year ahead with continued hope and commitment to working with companies to raise the bar to advance ethical practices. We invite you all to join our journey.

Tim Erblich
CEO
Ethisphere

**LEADING COMPANIES SUPPORT STAKEHOLDERS AND COMMUNITIES**

**FROM OUR CEO**

Dear Readers,

In the challenging year of 2020, we witnessed companies stepping up to meet the moment, earning more trust than our society’s other institutions, with business viewed as most competent and ethical. According to The Harris Poll, ethical standards became the highest-valued CEO quality—ahead of company vision, products, and services.

At Ethisphere, we’re proud to advance the work of companies committed to business integrity and to honor the World’s Most Ethical Companies® in 2021. We congratulate the 135 honorees representing 22 countries and 47 industries that have earned this coveted designation. It’s an impressive group.

The good news for companies committed to business ethics is that a values-based approach contributes to sustainable and profitable long-term business performance. According to Ethisphere’s Ethics Index, the listed 2021 World’s Most Ethical Companies honorees outperformed a comparable index of large cap companies by 7.1 percentage points from January 2016 to January 2021. We call this the Ethics Premium.

Ethisphere’s data aligns with broader environmental, social, and governance (ESG) trends. This year, in his annual Letter to CEOs, Larry Fink, Chairman and CEO of the world’s largest asset manager BlackRock, highlights that in 2020, companies strong across all ESG metrics outperformed their peers. He links sustainability to the ESG challenges of racial justice and the importance of broad stakeholder engagement.
The World’s Most Ethical Companies® outperform their peers when it comes to promoting ethical business standards and practices both internally and externally. These standards create a culture that enables their executives, managers and employees to make good choices for the companies and their communities in which they operate. The World’s Most Ethical Companies are shaping future industry standards by introducing tomorrow’s best practices today.

As in years past, applicants were asked to provide information across each category with supporting documentation which Ethisphere evaluated qualitatively.

The following pages list the 2021 World’s Most Ethical Companies, outline Ethisphere’s methodology and selection process, and highlight stories from some of this year’s honorees.
This year, 135 organizations are recognized as World’s Most Ethical Companies, spanning 47 unique industries across 22 countries. These organizations earned the distinction after a comprehensive application and review process.

The 2021 application year brought significant revisions to each assessment category. Changes focused on several key topics, including: (i) questions inquiring about programmatic changes made in response to COVID-19, (ii) the addition of questions designed to understand the extent of an organization’s commitments to diversity and inclusion, especially around individuals with disabilities and minority groups, and (iii) new questions around existing themes in governance, compliance program structure, policies, people managers, incident reporting, audits, exit interviews, third parties, reputation, and leadership. Furthermore, the 2021 application year included the development of an assessment category—Impact Assessment and Reporting—that replaces the Corporate Citizenship and Responsibility category. This category reviews a wide range of performance indicators associated with environmental sustainability and corporate social responsibility.

The following is a breakdown of the assessment categories considered, and their weighted impact on an application’s score, as part of Ethisphere’s methodology to determine the World’s Most Ethical Companies.

**Ethics & Compliance Program (35%)**
This category examines an organization’s program put in place to ensure compliance with applicable regulations, as well as conduct that complies with the highest ethical standards. The criteria used for this category are fully aligned to incorporate best practices, relevant case law and the “hallmarks” of an effective compliance and ethics program, as outlined by the Federal Sentencing Guidelines, including:

1. Program structure, responsibility and resources;
2. Program oversight and tone at the top;
3. Written standards;
4. Training and communication;
5. Due care;
6. Detection, monitoring and auditing; and
7. Enforcement and discipline.

**Leadership, Innovation & Reputation (10%)**
This category measures an organization’s legal compliance, litigation, environmental, and ethical track record, along with the strength of its reputation in the marketplace. While Ethisphere considers awards and accolades earned, the category also examines concrete examples of corporate leadership in local, national, industry and/or global initiatives that promote business ethics, responsible/sustainable business practices, environmental stewardship, good governance, transparency and social responsibility. The category seeks organizations that are out in front leading and creating positive change, not standing on the sidelines and joining in once others have paved the way.

**Governance (15%)**
This category examines the availability and quality of systems designed to ensure strong corporate governance (as defined by the US Sentencing Commission, Securities and Exchange Commission and other regulatory bodies), including oversight, governance principles, and risk management. Governance criteria are modified as needed and as is appropriate when reviewing publicly traded companies compared to private companies, partnerships, non-profits, etc.

**Environmental and Societal Impact (20%)**
This category reviews a wide range of an organization’s performance indicators associated with sustainability, citizenship and social responsibility. It specifically includes such areas as: environmental stewardship, community involvement, corporate philanthropy, workplace impact and well-being, and supply chain engagement and oversight. The quality and efficacy of the initiatives are considered, in addition to stated and measurable goals, accountability and transparency.

**Culture of Ethics (20%)**
This category examines the extent to which an applicant promotes an organizational culture that encourages ethical conduct and a commitment to compliance with the law. Specifically, the category measures an organization’s efforts and success at establishing an ethical tone at the top of the organization and then the steps taken to communicate, reinforce and monitor the effectiveness of that tone throughout every level of the organization. Ethisphere considers steps taken to establish an ethical culture as well as those to measure, evaluate and improve the culture.

Note that there is not a specific set of questions on this subject; rather, Ethisphere considers the organization's responses to questions from throughout the survey that relate to the organization's underlying culture.

Ethisphere would like to thank its partner RepRisk, a leading business intelligence provider specializing in environmental, social and governance (ESG) risk analytics and metrics. Harnessing a proprietary, systematic framework that leverages cutting-edge technology and hands-on human intelligence in 15 languages, RepRisk curates and delivers dynamic risk information for an unlimited universe of companies. For more information, please visit www.reprisk.com.
To make sure that the culture message resonates at scale, Sawhney says, her team has elevated partners across the organization to communicate constantly about ethics. “At our compliance week, we heard from delivery leadership, sales leadership, finance partners, our HR community, our CEO, our chairman—we have a partnership with everybody across the board.”

That philosophy of building partnerships to reinforce culture also applies to diversity within the organization, something that both Sawhney and Mazumdar-Shaw understand intimately as female leaders in the male-dominated tech industry. “The diversity and inclusion agenda has a mandate from the board, with a board member focused on it,” says Mazumdar-Shaw.

As Sawhney notes, diversity brings value from different perspectives. “All women are looking for a level playing field, right? Nobody wants favors. Every day, you come in and you’ll get a fair shake.” Both women also believe that a culture of ethics and a culture of inclusion go hand in hand, since both enable speaking up.

They’re also confident that although this is the first year Infosys has appeared on the list, it shouldn’t be the last. As far as that grand swim meet goes, according to Sawhney, “There really is no finish line in compliance, right? Our goal is to do a bit better and keep moving ahead, every day.”
For Rich Sauer, one of the hallmarks of Workday is its focus on culture. “It’s super intentional,” he says. “You have to work on it all the time. Our founders started the company based on a set of core values—employees first, customer service, innovation, profitability, integrity, and fun.” Keeping these values front and center has helped the company to remain “a high-integrity workplace” through rapid growth over the last sixteen years.

“The mantra is, ‘Happy employees make for happy customers,’” says Sauer. “In his opinion, this employee-centric philosophy makes the work of promoting ethics and integrity much easier. Since the organization’s goal is to make employees feel supported and valued as people, ‘It’s a place where you can make mistakes, raise your hand, and say, I don’t know how to do this; or I think I need some more help here.’ That openness to admitting mistakes and allowing critique allows for a speak-up culture that some organizations can only dream of.

The news that Workday was among the World’s Most Ethical Companies honorees was internally announced and received in “the classic Workday way—I posted on an internal Slack channel and hundreds of people reacted with emojis, claps and high-fives, all along the bottom.”

As a tech company, perhaps it’s no surprise that Workday’s employees were dispersed even before the pandemic, and Sauer predicts they might become even more so. They’ve innovated, leaning more on channels like Slack and regular virtual town halls where the entire leadership team is open to employee questions. The company also sends out Friday pulse surveys leveraging its own technology to take the workforce’s temperature on everything from business matters to how employees were coping with isolation during lockdowns.

The ethics and compliance team also held its first Integrity Week remotely back in November. “We had a full week of events, all virtual. One of the events that went more viral, internally, was an Integrity Pledge, hosted on our Integrity Slack channel. You would say, ‘This is what integrity means to me. I promise to [fill in the blank]. Then, you would tag somebody else and they would participate. We had hundreds, maybe thousands of employees jumping into this Slack thread and contributing.”

Even after we return to offices, Sauer says, it’s important to maintain one of the benefits of every employee being remote, which has been the new level playing field during meetings. “I hope we don’t revert back into the old style of everybody in the conference room having a great conversation with one or two people coming in remotely who can’t get a word in edgewise. We have to maintain that level playing field when we’re back in the office.”
Partnership is at the heart of Arm's business—the company licenses its microprocessor designs to its partners, with whom it works to create chip designs to meet their specific needs. "Partnering is a very different concept, and partners are very much the core of our ecosystem," says Carolyn Herzog, the company's general counsel. Those partnerships, its leadership, and the company’s deep commitment to ethics combine to ensure that Arm has an outside impact on the culture of the technology industry.

That ecosystem of partners means that Arm has allies for a whole range of ethics initiatives, including 2030Vision, for which the company is a founding partner, designed as a coalition to drive progress on the UN Sustainable Development Goals. "We think about how technology runs in the system of partners," says Herzog. "In peer reviews, we say, 'What are you doing, how can we do it, and how do we get better together?'"

The collaborative instincts that Arm built up with its partner ecosystem have also come into play since it became part of the SoftBank family in 2016. "We really appreciate the collaboration we've had with the compliance team at SoftBank. Being able to compare practices and learn from each other has been hugely beneficial," Herzog says. "The process by which we approach ethics and compliance is absolutely considered leading within the SoftBank family."

One area where Arm's leadership of its partner network has been indispensable is around the emerging architecture of AI ethics. For Herzog, the value that legal and ethics professionals bring to AI is clear. "Engineers are thinking about all the great stuff this wonderful technology can do, and I would never try to do this without them! But you need a diverse group of people to look at these signs and look for potential for harm, including avoiding bias that can be discriminatory or illegal," she says. "We think having that framework can help AI be used successfully globally."

For Herzog, the transparent and collaborative approach to AI is part of the entire company's work. "Ultimately, it's all about trust, right? That's what ethics is all about, and that's what we want technology companies to be known for," Herzog says. "We want to be known for developing technology for good. And I think Arm has established that reputation and we're really proud of that."
In a year that saw tremendous upheaval, PepsiCo’s General Counsel David Flavell was extremely clear about what made him the proudest: the camaraderie of PepsiCo’s employee base. “I’m most proud of our 290,000 associates around the world, who proved they’re an incredible team. I’d make a special call-out to our frontline associates, the people who made, moved, and sold our products during what was an incredibly challenging and difficult year. The resiliency and commitment they showed was really second to none.”

The international food and beverage giant PepsiCo is among an extremely select group: the fifteen-time World’s Most Ethical Companies honorees, having been recognized every year since the program was created. When asked to what he attributed that longevity, Flavell responded, “It’s really a testament to the way our ethics and compliance program supports who we are. It’s fundamentally a part of how everyone conducts themselves across PepsiCo.”

Reaching everyone across PepsiCo is a tall order since the company operates in over 200 countries around the world. For Flavell, that success ultimately comes down to the company’s fundamental principles, tone and values. “It really struck me during the interview process when I joined PepsiCo ten years ago, and it’s remained,” Flavell recalls. “The PepsiCo Way includes some fundamental behaviors, and acting with integrity is one of those behaviors.”

Flavell rose to the General Counsel’s office from the role of Chief Compliance & Ethics Officer, so he’s been responsible for shepherding that culture for years. Along the way, he’s watched as society’s expectations expanded in tandem with the company’s horizons. “Over time we have expanded our outlook beyond just our company operations. We work with our partners in a number of areas to further drive our program.”

To that end, PepsiCo has spent the last several years investing in a variety of initiatives to make its products healthier and lessen their impact on the planet. The Beyond the Bottle Campaign launched in 2019 seeks to significantly reduce the amount of single-use plastic involved in delivering its beverage products, supported by its acquisition of SodaStream. In January, the company announced an innovative joint venture with plant-based protein leader Beyond Meat. As the world reopens, expect to see PepsiCo continue to help drive us in a healthier, more sustainable direction.
“Our connection to social justice is jobs,” wrote IBM’s SVP of Transformation and Culture Obed Louissaint in a recent LinkedIn post. He’s repeating a sentiment that IBM’s executives have voiced for several years, including in this magazine. The new economy requires, as Louissaint put it, “driving a diverse, equitable, and inclusive workforce with the right skills, and the right leadership pushing boundaries for growth.” In its hiring, community outreach, and policy advocacy, IBM is pushing hard towards that new world.

That vision of flexible, “new collar” jobs is one of the reasons that IBM created Louissaint’s position late last year. In his role, he’s pulling “all of the talent levers that can drive cultural change.” That means he’s approaching diversity and inclusion by re-examining how the organization thinks about talent in the first place. “Where do we have requirements that we don’t need? That’s around degrees, but also around travel. You exclude individuals when you put requirements that are not necessary.”

IBM has been pushing to reframe hiring around skills rather than degrees, especially bachelor’s degrees, for several years. “One of our key initiatives is stepping away from the traditional view that we only hire individuals who have bachelor’s degrees,” says Louissaint. “Only a third of the workforce in the United States actually has a degree. We were cutting ourselves off from 67% of the population, and that 67% was highly diverse.”

In addition to removing degree requirements from half of all job postings over the last five years, IBM has also pushed a variety of efforts to get new collar skills to students who will be tomorrow’s workers. The company’s groundbreaking P-TECH program, which has been in operation for ten years, is a six-year high school to early college program that takes students into an associate’s degree with curricula, mentorship, internships with partner organizations, and wraparound services to arm students with the skills for careers in the new economy.

IBM has complemented its internal work and external outreach via P-TECH with policy advocacy about apprenticeships, student loans, and college credits. Although IBM has a long-standing stance on staying out of electoral politics, and does not make donations to candidates or have a PAC, the company nevertheless makes its voice heard. “We like to engage on issues,” says Louissaint. “It’s about policy, not politics. That allows us to work with any government or individuals, because we’re talking about the issues. You have to engage. Hopefully, that serves us well.”
Every year after we announce the World’s Most Ethical Companies, I get the pleasure of diving back into our data and teasing out the trends that emerge as companies mature their ethics, compliance, sustainability, and diversity programs. Some years, the story is simply one of continued gradual change as more companies adopt best practices. Other years, we see significant shifts in organizational practices driven by consumers, regulators, or the overall environment. Unsurprisingly, this was a year of change.

As always, I get to tout the Ethics Premium, which is our term for the fact that the World’s Most Ethical Companies® honorees continue to outperform the market in the long term, by 7.1% over the last five years. Other trends are worth highlighting, too: ethics and compliance teams are getting greater access to their boards of directors; companies have put a new premium on clear policy communication in this year of upheaval and remote work; and ethics training and communications practices are evolving as companies learn to meet the needs of remote workforces who may not ever return in quite the same way to the office.
Boardroom Access for Ethics

For several years now, we’ve seen the ethics and compliance function get increasing access to the board of directors at honoree companies. Partly, we can attribute this shift to regulatory nudges—the June 2020 update to the U.S. Department of Justice’s “Evaluation of Corporate Compliance Programs” explicitly discussed the role of board oversight, compliance access to the board of directors, and the kinds of information compliance provides to them as relevant questions for regulators.

- For the first time, this year we asked companies which functions a new director on the board meets with. Unsurprisingly, the most common responses among honoree companies were legal (96%) and finance (91%). However, ethics and compliance were the third-most common function to be part of new director onboarding, in 87% of honorees.

- Regular updates to either individual directors or board committees are now very much the norm. Most (79%) of honorees update the committee responsible for E&C program oversight at least quarterly, if not more frequently [fig. 1].

- In addition to committee relationships, personal relationships with committee chairs are also key. Among honorees, 83% report that the person with overall responsibility for the program speaks regularly with the oversight committee chair, with 71% speaking before each board meeting, and 12% doing so monthly. Both of these numbers rose slightly from last year’s data.

- Among the 40% of honorees who have a different person with day-to-day responsibility for the ethics and compliance program than the overall owner. Of those organizations, 70% have both individuals present to the board whenever an update is given.

Focus on Effective Ethics and Policy Communications

The sudden shift to social distancing last March necessitated a radical rethinking of communications strategies to reach the full workforce, either of frontline workers now at increased risk or white-collar jobs that had largely become remote. In this environment, clarity in every policy and communication became an absolute requirement, putting significant importance on one particular mechanism: a company’s policy-on-policies.

- Companies are increasingly concerned about ensuring that key rules, documents and procedures are not just disseminated to employees, but effectively get their messages across. Less face time means fewer touch points to clarify. Because of that, 86% of honoree organizations now have a “policy on policies” to standardize this aspect of communications. This is a significant jump from 78% of honorees last year.

  - Companies have many goals with the policy on policies, including: 1) providing a standard template that must be followed for clarity (94%), 2) providing guidelines about when policies must be reviewed and updated so stagnant rules don’t stay on the books (91%), and 3) providing guidance about consulting with affected business units (83%) and subject matter experts (81%) to ensure the right stakeholders have weighed in during drafting. [fig. 2]

  - In our own reviews of policy, Ethisphere continues to see a need to review written standards and simplify the language used. Half (50%) of honorees include style and reading level guidance in their policy on policies.

Training and Communications in Flux

Of course, even as vaccines roll out and office life becomes possible again, it’s become very clear that the pandemic has permanently altered employees’ relationship with both working hours and in-person time, proving that companies can and should be more flexible with both and still succeed. Hybrid work is likely to become the norm, and more employees will report to managers they see in-person far less often, if ever.
### Facts & Figures

**Figure 2** – What guidance does your policy on policies provide to policy drafters?

<table>
<thead>
<tr>
<th>Task</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A standard template that policies must follow</td>
<td>94%</td>
</tr>
<tr>
<td>A suggested writing style with target reading level</td>
<td>50%</td>
</tr>
<tr>
<td>Suggested writing style with target active/passive voice</td>
<td>35%</td>
</tr>
<tr>
<td>Guidance for cross-referencing other resources</td>
<td>76%</td>
</tr>
<tr>
<td>Guidance on consulting with affected business pre-drafting</td>
<td>83%</td>
</tr>
<tr>
<td>Guidance on consulting with SMEs during/prior drafting</td>
<td>82%</td>
</tr>
<tr>
<td>Guidelines about when policies must be reviewed and updated</td>
<td>91%</td>
</tr>
</tbody>
</table>

**Figure 3** – How has your company changed your practices around communicating policies to employees as a result of COVID-19?

<table>
<thead>
<tr>
<th>Practice</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating re: policies on more frequent basis</td>
<td>73%</td>
</tr>
<tr>
<td>New comms modalities (video, blogs, etc.)</td>
<td>70%</td>
</tr>
<tr>
<td>Manager have new materials for comm about policies</td>
<td>60%</td>
</tr>
<tr>
<td>Comms from senior leaders about policies</td>
<td>76%</td>
</tr>
<tr>
<td>We have not changed our practices</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>28%</td>
</tr>
</tbody>
</table>
This long-term change makes trends in training and communications all the more important to watch, as significant changes to training modalities, timing, and structure will be necessary.

- Nine out of ten (90%) honorees reported making at least some changes to the way they communicate around ethics and policies as a result of COVID-19. Important shifts included more frequent communications (73%), new modalities (70%), and new materials distributed to managers (60%) to better communicate to their direct reports in a remote or socially-distanced environment.

- One trend of note was that 77% of honorees reported leaning more on communications from senior leaders, with many of the most personable examples of home videos from CEOs getting positive outside attention. In a separate question, we found that 84% of honorees feature senior leaders telling personal stories in their ethics communications. Humanizing corporate leaders in this way may present new opportunities going forward. [fig. 3]

- Training completion presents an even greater challenge in a dispersed environment, which is one reason we saw increases in the percent of honoree organizations reporting various ways of encouraging or enforcing training completion. Among emerging practices, nearly a third (30%) now factor completion rates into raise or bonus decisions, and almost half (48%) hold managers accountable in compensation and performance reviews for their team’s completion rates. [fig. 4]

- There was a large jump in the number of companies tracking how frequently written standards were accessed online, from 57% to 65% of honorees. These metrics can help gauge communications effectiveness.

As companies experiment to strike the right balance between in-person and remote work, we expect to see each of these trends continue to evolve over the next few years. We’ll be watching closely to see what best practices start to emerge for communicating an ethical culture in a remote environment.

As always, we’ll be sharing additional data in our Insights series over the coming months in webcasts and publications. Stay tuned for more best practices from the World’s Most Ethical Companies.
Can you measure the most significant risks to your culture?

At Ethisphere we can. From our proven survey and best benchmarking data set in the industry, to our expertise and breakthrough communications, we’re here to guide you and your organization every step of the way.
1

Measure your culture
to identify your highest risks and strengths, so you can focus your time and resources

2

Tap Ethisphere expertise
to establish an action plan that supports your goals and rallies cross-functional support

3

Use engaging toolkits and communications
to change attitudes and behavior with purposeful activities that advance your culture and values

To learn more visit us at ethisphere.com/culturechange
The facts are devastating, especially for people 50 and over.

- More than a half million American lives now have been lost due to COVID.
- Nearly 95 percent of those who have died were age 50 or over.
- About 40 percent have been residents and staff in nursing homes, though nursing home residents are less than 1 percent of the American population.
- And, three times as many people have died in nursing homes with mostly Black and Hispanic patients.

Meeting these challenges was a test of our Organizational Character. I told our staff that if there is one thing the upheaval of the pandemic made clear, it’s that people need AARP more than ever. We stepped up to meet the challenges by drawing on our Organizational Character to be a wise friend and fierce defender for our members and people 50-plus and their families.

AARP’s Organizational Character

AARP’s Organizational Character encapsulates our identity as an organization and as individuals. It consists of three elements:

1. Our **Purpose** defines why AARP exists: We empower people to choose how they live as they age.
2. Our collective **Role** as everyday innovators in aging describes who we are, no matter which part of the organization we work in or what our title is.
3. Our **Values** express what we stand for and what we believe.
   - **Impact** – AARP creates real value for people in their day, their life, and the wider world.
   - **Innovation** – AARP evolves and invents to meet the new realities of aging.
   - **Humanity** – AARP cares about people and serves them with compassion.
   - **Empowerment** – AARP uses its influence and resources to remove barriers and open possibilities.
   - **Honesty** – AARP acts and speaks with integrity in every action.

AARP has been working to promote the health and well-being of older Americans for more than sixty years. And, last year, when the COVID-19 pandemic invaded our lives and threatened the health and financial security of millions of Americans, we faced unprecedented challenges.
These values also reflect how we treat each other as well as those we serve. They are also our internal compass guiding how we show up, what we deliver, how we make decisions, and how we communicate.

At AARP, we envision a society in which all people live with dignity and purpose and fulfill their goals and dreams. We strive to empower them to fulfill their real possibilities over the course of an ever-longer lifetime while living healthier, more financially secure, and more fulfilling lives. Our Organizational Character combines with the external landscape in which we operate to directly shape and inform our Enterprise Strategy for achieving that vision.

Additionally, we draw upon our strategic advantages and core competencies. These include unparalleled knowledge of people 50 and older; an influential federal, state and local advocacy infrastructure; and a wide array of programs, member benefits, products and services—all designed to empower people to choose how they live as they age.

We also have extensive publications and communications channels—including the most widely-read magazine and newspaper in the country, a robust website, and extensive social media presence. And, we have built an extensive state office network and community presence that makes us a vital nationwide organization.

COVID-19 Advocacy and Communication

All of this came to the forefront when COVID-19 hit. Older Americans and those with underlying health conditions were especially at risk. Our staff transitioned to a virtual work environment without missing a beat. Guided by our Organizational Character, we’ve been there for our members and people 50-plus, providing information, advocacy, and resources to help them and those caring for them protect themselves from the virus, prevent it from spreading to others, and cope with the health problems and financial disruptions caused by the virus.

- We were there with the latest unbiased information from the experts through our publications, newsletters, our website, tele-town halls, and other virtual events.
- We were there advocating for their best interests as Congress and the Administration debated each relief bill.
- We were there to make sure they got their stimulus checks.
- We were there to make sure Medicare would cover their telehealth visits to their doctors.
- We were there to help them stay in touch remotely with family members and friends.
- We were there to help them deal with a wide array of nursing home issues.

At the same time, we have continued innovating. As part of our significant response to COVID-19, we built and launched AARP Community Connections. This online platform has helped over 600,000 people organize and find mutual aid groups, and access support from trained volunteers in communities nationwide.

We’re now focused on making sure that everyone who wants a vaccination will get one. We do this by being a wise friend and fierce defender of our members’ and all older adults’ interests.

As a wise friend, we use our role as an organization representing our 38 million members across the country to be a trusted voice for all older adults; to bring them timely and trustworthy information on the issues they confront due to the pandemic; and to advocate for policies on the issues that matter most them such as health care, hunger and economic security. As it relates to vaccines and treatments, we use our communications channels to help bring the experts to our members through weekly tele-town halls.

As a fierce defender, we engage policymakers at all levels about the priorities of older adults in the pandemic, including vaccines. We also fight for federal investments to support the development of vaccines and treatments. And we have fought to ensure that treatments and vaccines are available at no-cost and accessible to all.

And, we are fighting for the health and safety of long-term care residents and staff. The nursing home situation is a national tragedy. AARP is urging federal and state officials to take immediate action to keep residents and staff safe.

Fighting for Vaccine Equity

We’re also addressing the issue of inequity in distributing the vaccines. Black and Hispanic populations have been hard hit by the pandemic. Three times as many people died in nursing homes with mostly Black and Hispanic patients.

Yet, the initial vaccine outreach and distribution have not reflected equity as a priority. Available data from the Centers for Disease Control and Prevention shows that only 6.5 percent of the limited supplies of vaccines so far have gone to Black Americans. And nearly half of vaccination records are missing race and ethnicity data, which further hampers attempts to address disparities that may widen as demand grows.

AARP believes we have to do better in reaching these communities. As part of this effort, we have joined with five of the nation’s largest nongovernmental, nonprofit membership organizations—which, combined, reach more than 60 million Americans—to launch a COVID vaccine equity and education initiative. The effort includes the American Diabetes Association, the American Psychological Association, the International City/County Management Association, the National League of Cities and the YMCA.

It aims to ensure that accurate and transparent information about the COVID-19 vaccine is available to Black Americans to help them make informed personal decisions about vaccination.

I am extremely proud of our response to COVID. It is helping millions of older Americans and their families cope with the pandemic and gives them hope. Our Organizational Character has guided us and continues to guide us in our response as we work to empower people to choose how to live as they age.

About the Expert

As CEO of AARP, Jo Ann Jenkins leads one of the world’s largest non-profit, nonpartisan membership organizations, serving 38 million AARP members and their families. She joined AARP in 2010 as president of AARP Foundation following a distinguished career in the federal government which culminated in her serving as the chief operating officer at the Library of Congress.

Since being named CEO in 2014, she has transformed AARP into a leader in social change, dedicated to empowering people to choose how they live and age. A fearless champion for innovation and impact, Jenkins has led AARP to be recognized as one of the World’s Most Ethical Companies® (3 years), a Washington Post Top Workplace (3 years), and one of Fast Company’s Best Workplaces for Innovators. In 2020, AARP received the prestigious Malcolm Baldrige National Quality Award.
Innovation has played a key role in revamping the approach to our annual Standards of Business Conduct (SBC) training. In the past, HPE conducted an annual SBC training the way most companies do—offering an hour-long training once a year that team members were required to take in one sitting. This year, we rolled out an innovative new approach to SBC training that included four modules, each about 15-minutes long and aimed at addressing a key ethics risk facing the company. This approach allowed us to use the training to highlight key risk areas for the company and deliver key messages in concise and easy-to-digest sessions, and includes interactive elements to increase team member engagement. The four-time-a-year format also increases the number of times our team members engage with ethics topics annually, and our latest tracking shows that we have been able to maintain a completion rate of over 99%, even with more frequent training cycles. Training is still mandatory for all team members, but we’ve successfully made the training more engaging.

Our updated approach to training plays directly into our goal of creating a culture in which ethics and compliance is everyone’s business. Last year, we introduced a program that requires the Managing Directors of each of our Global Sales geographies to include a discussion of ethics and compliance issues in their quarterly State of Readiness reviews with our Chief Sales Officer. Our Managing Directors each work with our Ethics & Compliance Office to address risks and trends specific to their business and geographic region. After successfully launching the program at the Managing Director level, we expanded it to include the Chief Sales Officer’s quarterly review with me. He now presents to me on a quarterly basis about ethics risks that our sales force faces globally. Quarterly anonymized case studies are provided by the Ethics & Compliance Office to our business leaders for them to distribute to their teams. These communications summarize a recent, real-life incident from the company related to ethical conduct and serve as reminders of the importance of adhering to HPE’s policies and where to go to ask for help. By distributing these case studies directly from our business leaders, we feel that this emphasizes the importance of ethical conduct in the business, sets the appropriate tone from

ETHICS IS EVERYONE’S BUSINESS

HPE’s CEO on Ethics and Compliance’s Priorities

Written by: Antonio Neri

At HPE, we believe that how we do things is just as important as what we do. Over the years we’ve continued developing and refining our corporate values, policies, and training courses to help set clear expectations for team members, business partners, and suppliers worldwide and demonstrate HPE’s commitment to the highest ethical standards. We’re proud of the ethical culture we’ve built, which is centered around three key priorities: innovation; making ethics everyone’s business; and advancing the way people live and work.
This year, the Thomson Reuters Foundation awarded HPE the Stop Slavery award for leadership in combatting modern slavery and forced labor in our supply chain, operations and communities, making HPE the only two-time winner of the award.

Put simply, our commitment to ethics is holistic and ingrained in HPE’s values and culture. We hope that by truly living these ideals in the workplace and beyond, we are able to help move our industry and the world toward addressing the myriad ethical issues and concerns businesses face.

HPE team members from Australia building homes in Vietnam with Habitat for Humanity.
Tyler Lawrence: Congratulations on Capgemini being recognized for the ninth year in a row among the World’s Most Ethical Companies. What does the recognition mean for the organization at this point?

Aiman Ezzat: It’s very important. In the world today, an independent recognition that we behave ethically makes Capgemini both an employer of choice and a responsible player in the eyes of clients.

We have extra responsibility that comes with stature. We must lead and be a role model in every aspect. It means making tough decisions, being demanding, and very selective about who we work with, which partners and clients. In a number of areas where we work, I ask for an ethical review of clients, because misguided action can lead to big reputational damage. We are very careful and have worked over the decades to build a strong ethical culture at Capgemini.

To sustain an ethical culture, we have also had to adapt and innovate. In 2020, we fully revamped our annual ethics e-learning, taking employee feedback into account. We have an internal system to survey employees and check the pulse around many subjects and we include other inputs from our ‘speak-up’ program.

Tyler Lawrence: You mentioned that you do an ethical review of clients, which is a particular concern for a consultancy. Do you think that your commitment to ethics becomes a competitive advantage for you, because your clients know that you’re not going to be involved in something that’s going to make headlines?

Aiman Ezzat: I think we have a very good reputation with clients. Is it a competitive advantage? I have to believe it is. It is definitely a positive for our employees and for our partners. I think having that constant dialogue with our employees and with all our stakeholders around ethics is very important and yes, it reflects on the image of the company. It’s structurally a competitive advantage.
Tyler Lawrence: Capgemini is a global organization and like everyone else you had to adapt to the lockdowns starting last spring. What principles guided your leadership as you tried to keep the company moving while keeping everyone safe?

Aiman Ezzat: The safety of our people was our top priority. With that focus, we moved 97% of our people to work from home. We worked with managers to ensure that people were safe, doing well, and were able to provide them assistance wherever we could. In some countries with weaker health systems, we extended health coverage to the families of all of our people, with a fund to cover it.

We also set up a global crisis team connecting 50 countries. We kept sharing best practices about the right way to approach the wellbeing of our people and customers. After people, the second thing we had to decide was, how do we ensure business continuity for our customers? We were well-prepared and digitally enabled, but some customers struggled. And we had to help them to move their employees to work from home and secure the environment. The first few weeks you wonder if this can work, are you going to continue to deliver, can you continue to support your clients? Are people safe? Can they operate this way? Is a network in India going to hold, or is it going to crash? You have all these concerns—then, it starts working.

Tyler Lawrence: As a company, your CSR efforts center on a number of themes, including the empowerment of women and the prevention of domestic violence. How did that particular focus come about for your CSR work, and how did it get put into action in the pandemic?

Aiman Ezzat: The firm is very entrepreneurial. That also applies to CSR. There are definitely themes that we support, but people come up with ideas about how to approach them. They make it happen. The initiative at Les Fontaines, an event space we own, actually came from the staff there. They said, “We have this facility, we have this connection with an NGO, and we think we can leverage our campus to be able to house these victims of domestic violence, because the confinement has caused an increase in domestic violence, but we can provide a safe haven for them and their children.”

The idea was presented to me and I said, yes, do it. That is how it happened. It wasn’t part of a big brainstorming session or anything, just people who naturally thought of something, brought up the idea, got the approval, and implemented it. It’s really part of the root of Capgemini. A lot of our CSR started as individuals’ or teams’ or countries’ initiatives.

With the pandemic, we asked, “What can we do differently?” We asked our vice president population, 2000 people, for their best ideas of how we could support our communities during the pandemic. This generated 250 ideas, and we selected some, and looked to accelerate the deployment of these globally. And that’s how we created our Social Response Unit centered around the deployment of these ideas everywhere.

We supported the public assistance hospitals of Paris in deploying an application to remotely monitor patients. We set up a call center to mobilize healthcare professionals. We used 3D printers to produce face shields. We set up webpages for local businesses to promote their offerings to communities in Norway. We managed the recovery and distribution of food to people and families in difficulty in Italy and India, which served several hundred thousand families.

We worked on an app to prevent the breach of quarantines, and address individual needs for testing or hospitalization. Whenever we had some initiatives which were really outstanding, we used the Social Response Unit to try to replicate them in other parts of the world.

Tyler Lawrence: Do you think there’s going to be any life for that social response unit beyond the pandemic?

Aiman Ezzat: Yes, we’re actually going to use it to see how we can deploy some more of these very good ideas across the world.

Tyler Lawrence: I’m looking forward to seeing how that unfolds. What are you most proud of in terms of how Capgemini responded to the shifts over the course of the last year? What are you most looking forward to as vaccines are rolled out?

Aiman Ezzat: I’m most proud of how people responded, how the leadership team supported all the initiatives that were put in front of them. Everybody embodied the values of Capgemini in terms of how they reacted to the pandemic, how we supported our stakeholders and our society at large. I think we did that well.

It’s interesting because we measure engagement. And you could imagine with remote work engagement could fall, but our engagement has been rising. That has created some long-lasting positive impact, yet it has been difficult for some of our employees, the younger people in smaller apartments. So even when we look at returning to work, we didn’t prioritize by seniority, we prioritized by who had the most difficult conditions. That’s what I’m proud of, the ability of people to react to local situations and showcase what I consider to be the Capgemini values.

I’m also very proud of what we did around climate last year. The embodiment of the climate change work is, of course, the group commitment on carbon neutrality by 2025 and net zero by 2030. But beyond that, it’s all the action that people have taken to improve sustainability.

Whatever happens, I think 2020 will have marked a fundamental change in the way we work, the way we interact, in the importance of issues such as diversity and inclusion and climate change. They’ve gained strength from the pandemic, and this will have very long-lasting effects. We are also reviewing progress on our new flexible work policies, which are being rolled out around the world to find a better work-life balance for employees.

Society is changed and it will not go back. The pandemic just accelerated the trend.

About the Expert

Aiman Ezzat was appointed Chief Executive Officer of the Capgemini Group in May 2020. Since assuming the role, Aiman has overseen the integration of Altran, following its acquisition which was initiated in June 2019, augmenting the stature of the Group and enabling its pioneering of Intelligent Industry. Aiman has also reinforced Capgemini’s position as a leading responsible organization in line with the Group’s purpose, unveiled in October 2020 (“Unleashing human energy through technology for an inclusive and sustainable future”), Aiman announced the Group’s commitment to achieve carbon neutrality for its operations no later than 2025 and to be net zero by 2030.

During his tenure as Chief Operating Officer (from January 1, 2018 to May 2020) and prior to this as Chief Financial Officer, from December 2012 to 2018, Aiman reinforced both the Group’s position as a global leader as well as its financial resilience. He also played an instrumental role in the implementation of the Group’s current operating model. With more than 20 years’ experience at Capgemini, he has developed a deep knowledge of the Group’s main businesses and has worked in many countries, notably the UK and the US, where he lived for more than 15 years.
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