

A Transparent and Open Culture:

Building a Competitive Advantage Through Trust

Preparing managers is your best chance to influence culture



More managers are receiving training on their special responsibilities with respect to E&C

Three quarters of 2016 honorees refresh training content at least every two years, track for completion rates, train at least every 2 years, and include training as part of new manager orientation either for hires or promotions



On an upswing! Almost half of 2016 honorees are training on how to conduct employee interviews

Manager toolkits are becoming more robust and prevalent. More than two thirds use toolkits.



What's popular?



• Videos are #1



• More than half use hand-outs and actively involve E&C professionals in manager discussions

Measuring culture



How is culture measured? Median honoree uses 4 tactics



Advantage of a dedicated survey for measuring ethical culture and program efficacy?
Greater breadth of topics & insights!

DEDICATED SURVEY		INCLUDED IN HR SURVEY	EMPLOYEE:
85%	VS	68%	▶ Perception of the E&C function
95%	VS	80%	▶ Awareness of compliance resources
70%	VS	57%	▶ Opinion of policy effectiveness
79%	VS	68%	▶ Perception of peer environment/culture
94%	VS	83%	▶ Perception of organizational justice
54%	VS	44%	▶ Opinion of code effectiveness
73%	VS	78%	▶ Opinion of training effectiveness

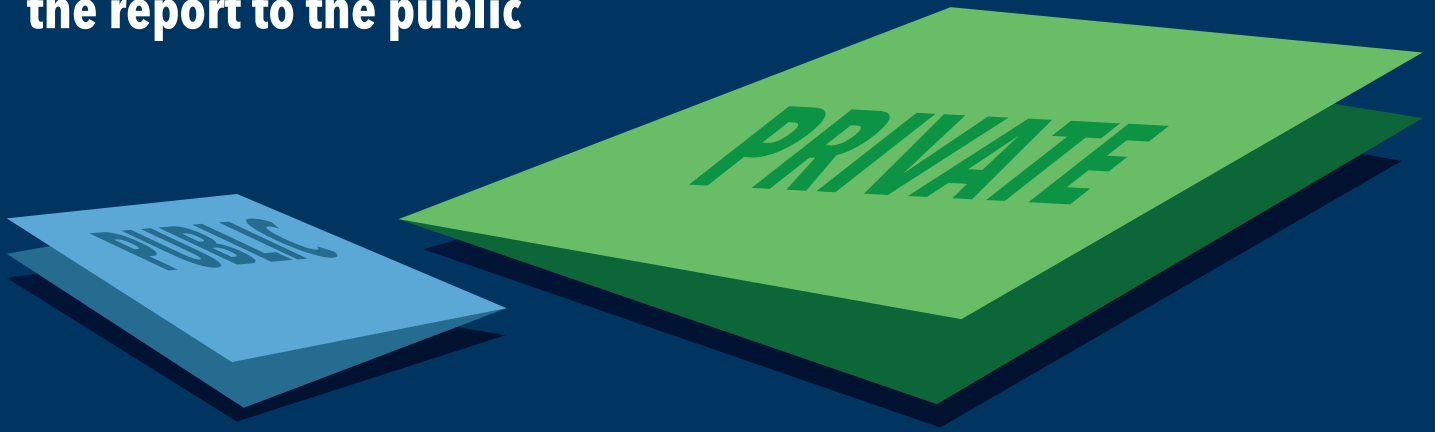
Dramatic 1 yr improvement for honorees in the feedback received from Employee Perception & Culture of Ethics Assessment

1YR



Transparency Matters When Incentivizing Employee Behavior

Disclosing what's actually happening in the business? **89%** of honors publish a report - but only **12%** of these openly disclose the report to the public



Trend internally is to **more carrot, less stick**



Showcase ethical conduct with **awards and recognitions** (4-yr trend)

Include as a formal component of manager **bonus or other compensation** (2-yr trend)

Include as part of **promotion decisions** (4-yr trend)

Include as part of **employee evaluations or annual performance reviews** (4-yr trend)

See the connection? More positive cultural **results** where there are more **incentives**



Upward trend in having routine exit interview **questions about potentially unethical events** occurring

