PUTTING PEOPLE FIRST
Are we #LISTENINGUP?

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**Business in Expected to Lead**

Percent who agree and percent who say each is one of the most important expectations they have for a CEO

<table>
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<th>Percent who say that CEOs should take the lead on change rather than waiting for government to impose it</th>
<th>For CEOs, building trust is job one</th>
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<td>64%</td>
<td>Their company is trusted</td>
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<td>Their products and services are high quality</td>
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<td>Business decisions reflect company values</td>
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<td>Profits and stock price increase</td>
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**Nearly 235 million women worldwide lack legal protections from sexual harassment at work**

UCLA’s WORLD Policy Analysis Center report examines all 193 U.N. member states

UCLA Newsroom | October 25, 2017

Is sexual harassment explicitly prohibited in the workplace?

- No prohibition
- Only harassment of women
- Yes, for both women and men
#SHIFT HAPPENED

#HashtagActivism — Turning Whispers Into Shouts and Fighting Stigma With Story

#MeToo  #YesAllWomen
#AskMoreofHim  #NotAllMen
#MentorHer  #AbuseofPower
#TimesUp  #Complicit
#SilenceBreakers

Facebook said that within 24 hours of Harvey Weinstein Scandal, 4.7 million people around the world engaged in the #metoo conversation, with over 12m posts, comments, and reactions.

Source: The Guardian October 2017
Policy Alone Will Not Shift Behavior

Culture is a Key Driver of Impact

“... undertake an appropriate assessment of corporate efforts to create an organizational culture that encourages a commitment to compliance with the law and ethical conduct...”

“Culture needs to be set from the top. Members of the corporation need to know that the corporation is committed to ethical standards... and that executives... are role models for ethical business conduct”

“... A corporation is directed by its management and management is responsible for a corporate culture in which criminal conduct is either discouraged or tacitly encouraged.”
The Culture Around Employees Who Observe a Lack of Accountability

- **13x**
  More likely to make an important decision without thinking about values.

- **11x**
  more likely to not understand how to apply values into their day-to-day role.

- **10x**
  more likely to hesitate to speak up when observing or suspecting misconduct.

- **8x**
  more likely to have a manager who doesn’t model values.

- **7x**
  more likely to report the company compromises its mission to achieve short-term results.
Lack of Proactive Communication Erodes Workplace Trust

![Graph showing the correlation between proactive communication and workplace trust](image)

Source: 2018 Global Business Ethics Survey

The Time for Building Relationships is **NOT** in the Middle of a Crisis

- **Setting the tone of a speak-up culture** within the company often starts with leaders.
- **Employees report misdeeds 71% of the time** when they believe top management is committed to ethics.
- **Front-line management are the gatekeepers of culture.**
  - 57% of people will go to their direct supervisor when they observe misconduct
- **Do they LISTEN UP?**
  - Less than 2% of managers are formally trained around active listening
  - Average manager interrupts employees within 17 seconds when someone is speaking.
To Activate Workplace Trust, Leaders and Managers can:

- Embed corporate values prominently into company-wide communication, messaging (metrics, scorecards, promotions)
- Talk about values as part of practical ‘daily’ business decision making
- Invite diverse opinions, thoughtful dissent and open candor
- Respond in a timely manner when concerns are raised
- Celebrate people, recognize employees as individuals that need to be heard and valued