PUTTING PEOPLE FIRST
Are we #LISTENINGUP?

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Are we #LISTENINGUP?

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

<table>
<thead>
<tr>
<th>Expectation</th>
<th>Agree</th>
<th>Important</th>
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<tr>
<td>Their company is trusted</td>
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<td>Their products and services are of high quality</td>
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<td>Business decisions</td>
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<td>Profits and stock price increase</td>
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64%
Nearly 235 million women worldwide lack legal protections from sexual harassment at work

UCLAS WORLD Policy Analysis Center report examines all 193 U.N. member states

Is sexual harassment explicitly prohibited in the workplace?

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

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

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

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

Culture is a Key Driver of Impact

The Culture Around Employees Who Observe a Lack of Accountability

More likely to make an important decision without thinking about values.

Employees who observe a lack of accountability are more likely to:

13x more likely to not understand how to apply values into their day-to-day role.
11x more likely to hesitate to speak up when observing or suspecting misconduct.
10x more likely to have a manager who doesn't model values.
8x more likely to report the company compromises its mission to achieve short-term results.
Lack of Proactive Communication Erodes Workplace Trust

Proactive Communication and Workplace Trust Are Closely Linked

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 misconduct 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
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