Corporate Vision

Be the global leader in supporting our customers to strengthen global security, deliver citizen services and advance scientific discovery.

Global Partnerships for the 21st Century
Foundation of Lockheed Martin

Core Values
DO WHAT'S RIGHT
RESPECT OTHERS
PERFORM WITH EXCELLENCE

Code of Conduct

Goals:
Appreciation of cultural differences
Challenges when conducting investigations
Training in a global environment
Ethical decision making practice
Group Discussion & Sharing
Cultures divided by a common language

Challenges: Investigations

- Different laws & regulations
  - UK
  - Australia
  - South America
  - Helpline

- Culture
  - Reporting
  - Interviews
  - Bias
Challenges: Training

- Language differences
- Laws & regulations
- Cultural Norms
- Colonialism Attitude

- Concepts don’t translate
  - Who Needs Ethics?
  - Diversity & Discrimination

One Size Does Not Fit All

Practice #1 – Sexual Harassment?

- Multinational company establishes office in Jakarta.
- Per Indonesian rules, company must employ local country national to handle requests with government office.
- Company’s sole LCN is female.
- She is frequently propositioned by government office leader.
- She tells her manager about the comments from the government official.
- Company has policy of zero tolerance for sexual harassment.
- Manager brings it to the Company’s Ethics Office for assistance.

How would you respond to the Manager?
What considerations are important for your decision?
Practice #2 – Conflict of Interest?

• Company sends team of expats into a country to explore setting up local office.

• Team member runs into old schoolmate in-country, and team member explains about plans to open office.

• Schoolmate proposes that he be the Company’s agent in-country and asks team member to help him get the job.

• Schoolmate’s family is well-connected in country.

• Team member discusses the proposal with manager.

• Manager is uncomfortable with the request.

How would you respond to the Team Member? What considerations are important for your decision?

Practice #3 – Corruption?

• Large U.S. company wants to expand business in Brazil.

• One of company’s business sectors has been working for over 6 months on building a local team to submit a proposal for a large government contract.

• The RFP requires that a certain percentage of the work be performed by Brazilian entities.

• The business sector selects an in-country entity to play key role in proposal and meet the Brazilian entity requirement.

• Corporate Legal conducts due diligence on proposed partner entity in summer of 2014 and finds many red flags
  – Entity was unable to provide proof of effectiveness of anti-corruption program
  – Entity had partnered in the past with other companies who are currently under investigation for corruption in Brazil
  – An executive at entity is the spouse of the Brazilian official who’s agency is sponsoring the RFP

• Business sector pushes Corporate Legal to go through with the partnership or company will have no chance to win the big government contract

How would you respond to the Business Sector? What considerations are important for your decision?
Practice #4 – Gambling?

• Company has multiple policies against gambling within its US operations.
• Historically, company has in practice banned gambling in all facilities.
• Company opens office in Australia.
• The Melbourne Cup Day is a treated like the unofficial National Day of Australia, with a public holiday in Victoria and most work stopping in other offices around the country.
• Employees from Australia ask the company’s Ethics Office if they can host a traditional Melbourne Cup “sweeps” in the office.
• The proposed sweep would include employees contributing small dollar amount to the pool; each participating employee would randomly be given a horse as his/her ‘bet’.
• The Australia Ethics Officer brings the question to Corporate seeking an exception to the company’s gambling policy.

How would you respond to the request?  What considerations are important for your decision?

Practice #5 – Fair Labor?

• U.S. Company opens small office in Saudi Arabia.
• Office Manager says it is common in-country to hire young teenagers to work in offices getting coffee and cleaning.
• Children who take these positions usually are from poor families that need the children's income to help support the family.
• Company’s hiring policies require compliance with U.S. law.
• Office Manager requests exemption to policies to hire a 14 year old boy.

How would you respond to the Office Manager?  What considerations are important for your decision?
Questions?