

PUTTING PEOPLE FIRST Are we #LISTENINGUP?

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BUSINESS DAY

Steve Wynn Resigns From Company Amid Sexual Misconduct Allegations



Oxfam's deputy CEO resigns over sex crimes scandal



As Eric Schneiderman used the authority of his office to assume a major role in the #MeToo movement, the director of four women with whom he has had romantic relationships or encounters goes.



Credit Suisse launches investigation into sex assault claims



Did Michigan State fail to stop Larry Nassar like Penn State did with Jerry Sandusky?



Bill Cosby Is Found Guilty of Sexual Assault



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

Percent who say that CEOs should take the lead on change rather than waiting for government to impose it

64%

For CEOs, building trust is job one



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?



#SHIFTHAPPENED



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

#MeToo

#AskMoreofHim

#MentorHer

#TimesUp

#SilenceBreakers

#YesAllWomen

#NotAllMen

#AbuseofPower

#Complicit

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

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Policy Alone Will Not Shift Behavior



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Starbucks CEO: Reprehensible outcome in Philadelphia event
The basis for the call to that led to the arrest of two men in a Philadelphia Starbucks was wrong and it should never have been made, wrote CEO Kelly D'Onofrio.

Fifa loses nearly £300m in 2016 and scheduled to lose further £400m in 2017

7 April 2017 | Football

Share



World football governing body Fifa lost nearly £300m in 2016 and is scheduled to lose close to £400m in 2017.



TECHNOLOGY
MARK ZUCKERBERG
RECOGNIZES THAT
FACEBOOK DIDN'T DO
ENOUGH TO PREVENT ITS
MISUSE -



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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..."



SFO | serious fraud office

"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"

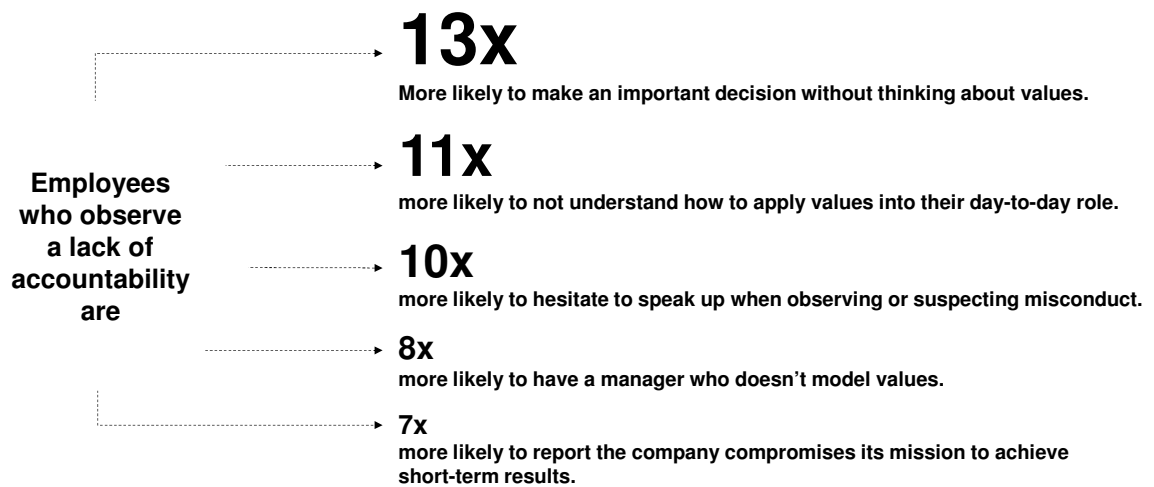


"... A corporation is directed by its management and management is responsible for a corporate culture in which criminal conduct is either discouraged or tacitly encouraged."

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The Culture Around Employees Who Observe a Lack of Accountability



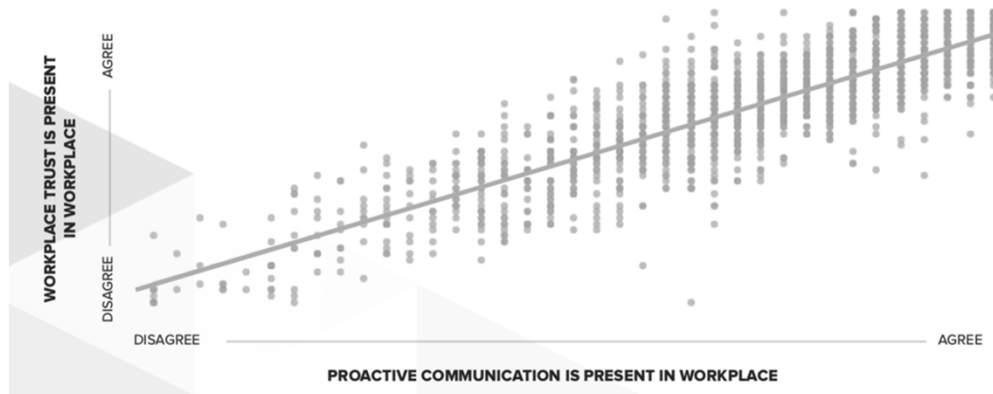
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Lack of Proactive Communication Erodes Workplace Trust

Proactive Communication and Workplace Trust Are Closely Linked



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)



Respond in a timely manner when concerns are raised



Talk about values as part of practical 'daily' business decision making



Celebrate people, recognize employees as individuals that need to be heard and valued



Invite **diverse opinions**, thoughtful dissent and open candor