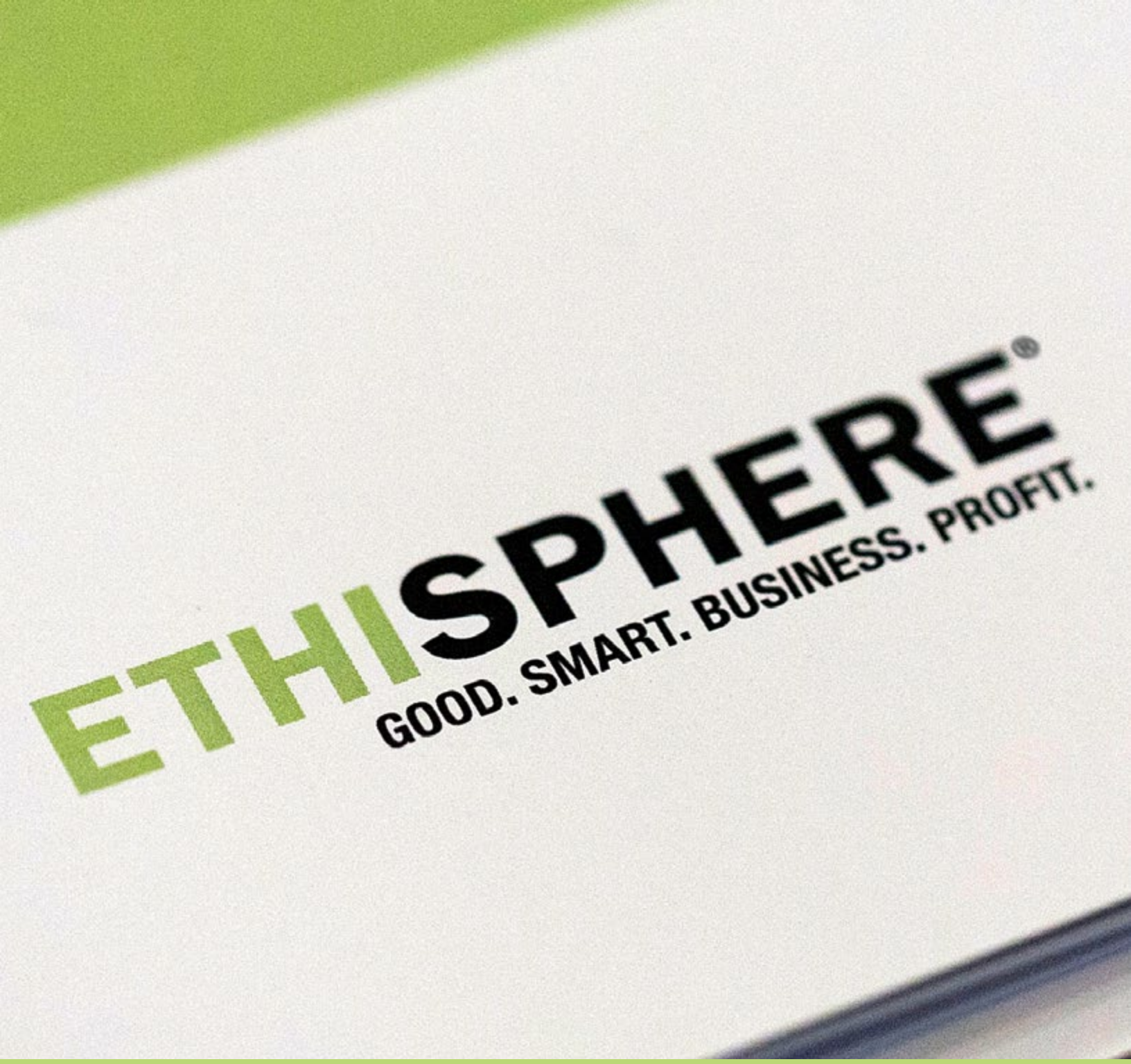

2014 Ethics Communications Best Practices Report

The second annual Best Practices in Ethics Communications Workshop at the New York Stock Exchange in New York City.

Best Practices in Ethics Communications

The second annual "Best Practices in Ethics Communications Workshop," held October 24, 2013, at the New York Stock Exchange, highlighted the importance of "Working Across the C-Suite" to create an ethical business culture that engages staff and enables organizations to earn and maintain the Ethisphere Institute's "World's Most Ethical (WME) Companies" designation.

The workshop, which was coordinated by the institute's Communications Advisory Board, was geared towards communications, compliance, governance and legal professionals, and began with remarks from Paul Argenti, professor of corporate communication and corporate responsibility, The Tuck School of Business at Dartmouth.

"Ethics is how you should act and what you should do — it means going beyond legal requirements," said Argenti. "After all, trust gives us our license to operate; it is based on the notion that employees and companies will always provide collective trust." Against this backdrop, Argenti reminded attendees that they are now on the front lines of a new regulatory era, and that there is nothing more important than establishing and maintaining trust across all business operations.

"The success of the workshop was made possible by the active engagement of the more than 130 participants," added Tim Erblich, chief executive officer, Ethisphere Institute. "From corporations and small businesses to government, the military and academia (professors and students), we engaged in meaningful dialogue around external communications programs that highlight ethics as a differentiating brand attribute and positively position the business community with external stakeholder audiences."

The workshop also featured an expert panel discussion moderated by Jean-Marc Levy, senior vice president and head of global issuer services, NYSE Euronext. The panel included:

- Vic Beck, rear admiral, U.S. Navy (retired), who also is managing director at Burson-Marsteller and former vice chief of information for the Department of the Navy,
- Holly Gregory, partner, Sidley Austin LLP,
- Dana Perino, former White House press secretary, president of Dana Perino Communications and a co-host of "The Five" on Fox News, and
- Dawn Werry, vice president, marketing, Milliken & Company.

The panel members discussed the role of communicators in setting an ethical tone within an organization and agreed that many companies are embracing social media as a tool to drive greater transparency and build trust among stakeholders.

A breakout session led by Dr. Edward Queen, director of the Ethics and Servant Leadership Program within Emory University's Center for Ethics, featured a wide range of topics intertwined with the dominant theme of ethics and communication. "Creating ethical people is not merely about training them how to behave in today's society," said Queen. "It depends on the consistency between values, rules and practices, which should always remain strong."

Additional highlights included best practices in ethics communications from WME companies Becton, Dickinson and Company; the Cleveland Clinic; and Wipro Limited. Public relations firms Edelman and Hill+Knowlton Strategies also discussed best practices across industries globally.

The Arthur W. Page Society's president, Roger Bolton, and General Electric's vice president of communications and public affairs, Gary Sheffer, shared fresh insights on the Page Society's "New Model for Corporate Communications." Sheffer was recently appointed chairman of the Page Society, which is considered to be the leading professional association for communications executives. "The Page Model was very helpful to GE as we went through the exercise of asking who are we as a company, what do we value and what makes us different?" said Sheffer. "The Model helped us discover that we have employees that believe the most important business objective is to drive outcomes that improve the world."

Paul Gennaro, AECOM senior vice president and chief communications officer, who also chairs Ethisphere's Communications Advisory Board, concluded the event by emphasizing the importance of brand reputation as it pertains to ethics, social responsibility and transparency.

"All of us, across the C-suite, are in the midst of a truly defining time — one when we have a responsibility to lead the way and an opportunity to transcend the implied limitations of our job descriptions or titles," said Gennaro. "We have the ability — and the responsibility — to rebuild trust within our respective organizations, for our customers and clients, and within society as a whole."

Gennaro concluded the workshop by saying, "Trust starts with us, as does rebuilding it — which the world greatly needs right now."

Ethisphere's Communications Advisory Board

Paul Argenti

Professor of corporate communication and corporate responsibility, The Tuck School of Business at Dartmouth

Paul Gennaro

Senior vice president and chief communications officer, AECOM Technology Corp.

Roger Bolton

President,
Arthur W. Page Society

Laura Kane

Vice president, corporate communications, Aflac, Inc.

Ben Boyd

Global chair, corporate practice, Edelman

Gary Sheffer

Vice president, corporate communications and public affairs, General Electric Company

Barry Caldwell

Senior vice president of public affairs and communications, Waste Management, Inc.

Eileen Sheil

Executive director, corporate communications, Cleveland Clinic

Ray Day

Group vice president, communications,
Ford Motor Company

Dawn Werry

Vice president, marketing, Milliken & Company

Above: Participants discuss what they learned during the breakout session at the 2013 Best Practices in Ethics Communications Workshop.

Top: Paul Gennaro, AECOM senior vice president and chief communications officer, who also chairs Ethisphere's Communications Advisory Board, welcomes keynote speaker Paul Argenti, professor of corporate communication and corporate responsibility at Dartmouth's Tuck School of Business.

Bottom left: Tim Erblich, chief executive officer, Ethisphere Institute, Laura Kane, vice president, corporate communications, Aflac, Inc., and Ben Boyd, global chair, corporate practice, Edelman, weigh in on topics that were presented throughout the day.

Bottom right: Participants ask questions during a best practice presentation.

Paul Argenti, professor of corporate communication and corporate responsibility at Dartmouth's Tuck School of Business

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Paul Argenti, professor of corporate communication and corporate responsibility at Dartmouth's Tuck School of Business, delivered the workshop's keynote remarks, setting the tone for the day with a focus on creating an ethical culture across the C-suite. Argenti, who has authored textbooks on corporate communications, strategy and corporate social responsibility, discussed the cultural implications of defining ethics, building trust with stakeholders, planning for moral dilemmas and the importance of creating values that are not only embedded into a corporate culture but are also championed by the organization's leaders.

"Doing what is legal is different than doing what is right."

Argenti also discussed the collapse of trust in business, citing that 90 percent of people in the United States think that businesses do not act responsibly and only care about making money. Peers are the most trusted source of information today, whereas corporate executives and government officials are the least trusted spokespeople.

"Too many companies think that doing what is legal is enough; but, many times, doing what is legal is different than doing what is right," said Argenti. "It's pretty simple. If you do the right thing, everything else will fall into place — whether you're in the C-suite, whether you're new to a company, or wherever you are in life."

As distrust in corporate leaders is at an all-time high, Argenti suggested embedding values into a corporate culture to help earn the trust of the public as well as implementing processes that help plan for moral dilemmas within a company. ■

How ethics create value:

- Helps to attract and retain talent.
- Influences consumer decisions.
- Helps to increase profit.
- Helps with risk management for shareholders.
- Builds stronger relationships within communities.

Edelman

Building on the trust data presented in the keynote remarks, Alex Thompson, executive vice president, Edelman Business + Social Purpose, shared key findings from the firm's 2013 Edelman Trust Barometer, which annually measures trust in government, business, media and non-governmental organizations (NGOs).

"We still have lots of work to do to enhance transparency."

Thompson shared that trust in ethics and morality is extremely low, with only 19 percent of survey respondents believing that business leaders make ethical and moral decisions.

Once again, government scored as the least-trusted institution around world, while trust in media is now equivalent to business. However, NGOs, as throughout the history of the survey, continue to be the most credible.

"The composite score of trust in the four major institutions is cause for alarm," said Thompson. "Any slight rebounds in trust from last year's score should not be misconstrued as success. We still have lots of work to do to enhance transparency."

Alex Thompson, executive vice president, Edelman Business + Social Purpose.

Three steps for businesses to take in order to regain the trust of the public:

1. Develop governance structures that empower communications.
2. Foster a culture of conversation and engagement.
3. Share information freely with stakeholders.

Becton, Dickinson and Company

Patti Russell, vice president and chief ethics and compliance officer, Becton, Dickinson and Company.

At Becton, Dickinson and Company (BD) — a *Fortune 500* company that manufactures and sells medical devices, instrument systems and reagents — communication plays a major role in how the company practices its purpose to "Help all people live healthy lives."

"We have a very strong ethics and compliance culture," said Patti Russell, vice president and chief ethics and compliance officer, BD. "Our C-suite executives are consistently talking about our core values and how they feed into our purpose and our corporate strategy."

The company pursues its purpose through: long-standing relationships with non-governmental organizations around the world, corporate grants, product donations, volunteer service initiatives and disaster relief programs. BD employees also donate their time, technical expertise and resources to those in need. For example, BD sponsors organized volunteer-service trips to Haiti to help set up medical labs and train medical professionals. At BD, corporate social responsibility activities are intertwined with the company's purpose and strategy.

BD also uses a risk-based approach to determine how to focus internal communications initiatives and ethics training. The three-pronged system comprises qualitative discussions with leadership throughout the year to discuss ethics and compliance; internal quantitative analysis to identify trends and emerging risks; and an examination of Ethics Office cases and inquiries. With this information, BD is able to identify key risks and determine the focus of ethics communications for the year.

"Strategically combining high-touch and low-touch communications maximizes impact."

Russell also shared that the Ethics and Compliance team puts communications into two categories: high touch, which is interactive and customized, and low touch, which is less interactive and more generalized. "We recognize that our high-touch communications will have greater impact and we work to strategically leverage them," Russell said. "But we also try to make our low-touch communications feel as if they are high touch." For example, some of the high-touch communications BD employs are interactive in-person classes on ethical awareness and decision making, an in-person new hire orientation that provides information on ethics and compliance policies and an anti-corruption program that uses real-life case studies to teach employees ethical decision making. ■

High Touch vs. Low Touch

High Touch:

- In-person training
- Targeted emails
- Messages from supervisors

Low Touch:

- Online training
- Company-wide emails
- Messages/stories posted to company intranet
- Code of Conduct
- Internal use of social media
- Personalized welcome emails

Expert Panel Discussion

The panel discussion, moderated by Jean-Marc Levy, senior vice president, head of global issuer services for NYSE Euronext, featured four recognized thought leaders with backgrounds in government, legal, marketing, communications and compliance. The panelists discussed the challenges that communicators are tasked with in today's business environment, such as:

- Assessing the risks and benefits of social media.
- Keeping an open mind and listening.
- Advocating transparency and authenticity within the organization.
- Balancing the timing of communications during a crisis.
- Incorporating open communication into a corporate culture.
- Recognizing the value and impact of traditional media.

Vic Beck, rear admiral, U.S. Navy (retired), managing director at Burson-Marsteller and former vice chief of information for the Department of the Navy, shared lessons learned in social media and transparency from his time as a communicator for the military. "The Navy has been around for quite some time and has its own culture, just like any organization," said Beck. "We were slow to embrace social media because of our culture, but once we accepted it as a necessity, it helped drive transparency within the Navy."

The conversation steered toward the role transparency plays in managing communications during a crisis. Levy asked the group, "What if the truth is bad for business? Are there ever situations where silence is an option?" Holly Gregory, partner, Sidley Austin LLP, provided valuable insights from a legal perspective and advised senior communicators to counsel C-suite and board-level executives against their inclination to give an immediate and defensive response to a crisis. "There are times when silence is important, especially when you don't know all the facts. Long-term silence is never the right answer, but you have to achieve a balance where you are not rushing out with potentially false information, which can really discredit the company in the long run," said Gregory.

Dawn Werry, vice president, marketing, Milliken & Company, added that while it is important to know all the facts before communicating, a quick response is important to controlling an organization's rumor mill.

"You can't go too long without telling people something, or else they will fill in the blanks," said Werry. "Immediate communication allows you to be in control of your story, which is better than the alternative." Werry also added that social media provides a unique tool for hearing feedback. "During a crisis while working for a previous employer, the biggest turning point for us was when we started using social media to listen," said Werry. "That's when we stopped simply sending out our message and started responding to questions."

Former White House press secretary, president of Dana Perino Communications and co-host of "The Five" on Fox News, Dana Perino, spoke about the important role that the press plays in advancing transparency in organizations. "The press in our country is vital to what we do, and I respect that freedom," said Perino. "The press keeps the government and the private sector on their toes, and it's the communicator's role to fight for their access."

Participants posed questions during the interactive expert panel discussion.

From left: Jean-Marc Levy, Dawn Werry, Holly Gregory, Dana Perino and Vic Beck.

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"There are times when silence is important, especially when you don't know all the facts."

Holly Gregory, partner, Sidley Austin LLP.

Hill+Knowlton Strategies

Robert Ludke, executive vice president, corporate advisory practice for Hill+Knowlton Strategies.

Continuing the robust dialogue from the 2012 Best Practices in Ethics Communication Workshop, Robert Ludke, executive vice president, corporate advisory practice for Hill+Knowlton Strategies, provided thought-provoking data on public trust and analyzed how current trends are affecting reputation management.

Hill+Knowlton Strategies has identified three trends that are driving change in reputation management strategies. The first is an increase in transparency, which is a result of increased government regulation as well as the public's demand for information. The second trend is a decrease in public trust in government, media and corporations. The third, and the most powerful, is the rise of the digital democracy.

"Every day in social media, there are conversations going on that are judging corporations and how they are acting in society," said Ludke. "Instead of looking at traditional means of validation, such as advertisements, people are talking to their peers online for validation of a company or product." This phenomenon is particularly visible with millennials. Ludke cited that 62 percent of millennials go to friends or family members when looking to learn more about a product or service.

"People are talking to their peers online for validation of a company or product."

However, there is an opportunity for companies to reclaim the way they are perceived by the public in this current landscape by communicating character. According to Hill+Knowlton Strategies, a company's character is what a company says it is, what others think it is and how it acts, which encompasses a company's brand, reputation and behavior. "Communicating your company's character with an authentic story builds trust," said Ludke. "You have to find dynamic, interactive ways to bring content to your public audience that is rich, authentic and honest." ■

Communicating character: Tell a story

- Emotion sells.
- Content is king.
- An enduring reputation is more than tag lines.
- Talk like a real person and engage with your audience.

Wipro Limited

When new employees join Wipro Limited in the Americas, they don't go to work on their first day. They don't see their bosses, find their desks or even receive their job responsibilities. Instead, they get flown to New Employee Orientation to participate in two days of "What It is Like to Work at Wipro" and "What Wipro Stands For" seminars. These seminars are created to introduce new employees to the spirit of Wipro along with the company's values — unyielding integrity, acting with sensitivity, and intensity to win. The seminars teach how working hard, working fair and winning — but not at any cost — are inherent to the way Wipro does business.

"If we only talk about what we are doing well, then we are not being transparent."

At Wipro, a good corporate citizen is defined as an active participant in the company's journey towards being a responsible global corporation. Wipro believes this must be manifested in a thoughtful and deliberate set of initiatives, rather than merely engaging in charity or checkbook philanthropy. Wipro's "power to do good," or its aim to make a lasting impact to create a just, equitable and humane society, is approached with the same rigor and strategic thinking as all of its business initiatives.

Mitchell Mackler, Wipro's head of legal, Americas, spoke about the importance of transparency for Wipro. "If we only talk about what we are doing well, then we are not being transparent," said Mackler. "There are bound to be bumps in any organization, and I believe that by being open, honest and transparent, we hold ourselves accountable to the public at large, our shareholders, non-governmental organizations, etc., and in turn, continue to build a stronger company."

Mackler also emphasized the importance of a company's response to any ethical issues. "At Wipro, we have over 140,000 employees, so even if 99.999 percent of them are being totally compliant, there might still be two problems a year. In a large organization, there is no set of ethical standards, no set of trainings and no business rules that are going to get around the fact that something bad will sooner or later happen. Recognizing this, we make sure our response is not just about cleaning up, but it is also about being proactive and preventing things from repeating themselves through communicating the company's expectations." ■

Mitchell Mackler, Wipro's geographic head of legal, Americas.

Wipro's Ethics + Compliance process:

1. Prevent:
- Spirit of Wipro and Tone at the Top
- Code of Business Conduct and Policies
- Train & Disseminate and Test & Certify

2. Detect:
- Employee Feedback
- Compliance Controls and Automation
- Ombuds and Hotline

3. Respond:
- Investigate Complaints
- People Actions
- Process Corrections

Breakout Session

Dr. Edward Queen, director of the Ethics and Servant Leadership Program, The Center for Ethics, Emory University.

The breakout session led by Dr. Edward Queen, director of the Ethics and Servant Leadership Program, The Center for Ethics, Emory University, challenged attendees to identify and respond to the social trust issues and lack of moral behavior in today's business environment.

Queen urged the participants to reclaim their sense of value within their organizations. "We've handed over the sense of value to the finance people and we haven't been able to talk about the value that we produce," said Queen. "We've lost the fact that corporations are social creations. The corporation does not only belong to its stockholders. Society has made a social wager that enables any corporation to exist and that gives it certain privileges — because of the belief that the good that they produce for society is greater than the cost that society bears for their existence."

Building on earlier presentations that were given that day, Queen provided points to be taken into consideration in order to instill and maintain an ethical culture in an organization:

- Understand and define the corporation's relationship to the wider society.
- Transparency is how you show that you are trustworthy and believable.
- People will forgive mistakes, but they will never forgive a cover-up.
- Invest time and money in educating and informing the next generation of employees about the culture of an ethical organization.
- The ability to recognize moral dilemmas and problems is key to preventing ethical issues.

"We haven't been able to talk about the value that we produce."

Participants were invited to brainstorm and share their personal best practices and insights on the trust issues facing corporations today. Discussions included:

- There will always be people who are inclined to do the wrong thing despite adequate training. However, the reinforcement of training and the continuous communication of an ethical culture becomes a social control, which greatly reduces the likelihood of those people to actually act on doing the wrong thing.
- In a global marketplace, the only way to communicate ethics across a broad range of cultures with many differences is to be transparent.
- While developing an ethical tone at the top is important, developing "tone at the middle" is equally important to be able to have managers as ethical leaders throughout the organization.
- Using real-life case studies from your own company that depict ethical issues is more authentic, provides employees with a reference on how the company has addressed ethical dilemmas in the past and demonstrates how the company enforces its rules around ethical behavior. ■

Cleveland Clinic

The Cleveland Clinic, a world-renowned hospital with a global presence, 6.5 million patient visits per year and approximately 43,000 employees, found itself on the front page of the *Wall Street Journal* in December 2005. The article, "How a Famed Hospital Invests In Device It Uses and Promotes," discussed conflict of interest issues between the hospital's doctors and their financial relationships with the industry, sending the hospital into crisis mode and starting a whirlwind of negative press that would generate 270 negative stories over the next two years.

Eileen Sheil, executive director of corporate communications for the Cleveland Clinic, shared her experiences and the strategies that she utilized in order to respond to the article and address the reputation management issues that it raised for the hospital.

"An emphasis on ethics gives you confidence in your organization."

After the article was published, the CEO of the Cleveland Clinic and the chairman of the Innovation Management and Conflict of Interest Committee took a deep dive into the organization. The hospital found that healthcare practices have outpaced the conflict of interest guidelines set out by the American Association of Medical Colleges. Cleveland Clinic was in the process of updating its policies during this time. "We didn't fully recognize the intersections of what we were doing. There was no intent to harm, but more a lack of understanding about how the actions came together," said Sheil. "Once we were able to connect the dots, I was able to see where the reporter was coming from."

In terms of a public relations strategy, Sheil reflected, "I was in a duck-and-cover mode, trying to put out the fires that followed. Eventually, we learned that moving toward transparency was the best way to protect the institution's reputation. It really came down to doing the right thing." As a response, Sheil and her colleagues invited a national reporter to come to the Clinic and take part in meetings on conflict of interest involving approximately 20 committee members. The aim was to educate the reporter about how conflict issues related to doctors were managed. Further, the hospital became the first to disclose its physician relationships with industry on its public website and encouraged patients to speak with their doctors about those relationships.

In preparation for the meetings and interviews, Sheil worked closely with the committee and physicians about the strategy and to gain their support and participation. Each of them agreed to take part in hopes to educate the reporter and public at large about the collaboration between medicine and industry, critical to advancing care to patients. This strategy resulted in not only the Cleveland Clinic being the first hospital in the nation to publicly list doctors' relationships with industry on their website, but the national article ended up being a prominent story that generated 1,300 additional positive stories that positioned Cleveland Clinic as a leader in transparency and ethical behavior in medicine.

Eileen Sheil, executive director of corporate communications for the Cleveland Clinic.

The outcome for the Cleveland Clinic was a renewed company-wide focus on ethics and transparency. "Doing the right thing is exciting. An emphasis on ethics gives you confidence in your organization and sparks new ideas about where to go next," said Sheil. "Our motto is 'patients first,' and we constantly look to see what we could do that's best for our patients. Our CEO is always looking for ways to raise the bar related to transparency and ethical behavior." ■

Five lessons learned:

1. Leadership AND communications must lead and work together, especially in crisis.
2. Communications must be bold, deliberate.
3. Act quickly and thoughtfully — reporters are generally on tight deadlines.
4. Plan, prepare and proceed carefully.
5. Develop a specific strategy with a defined end game — think about where you want to go.

Participants discuss best practices in ethics communications.

Tim Erblich, chief executive officer, Ethisphere Institute.

Arthur W. Page Society's New Model for Corporate Communications

Left: Roger Bolton, president of the Arthur W. Page Society. Right: Gary Sheffer, vice president of corporate communications and public affairs at GE.

Roger Bolton, president of the Arthur W. Page Society — an organization that aims to enhance the enterprise leadership role of the chief communications officer (CCO) — and Gary Sheffer, vice president of corporate communications and public affairs at General Electric and chairman of the Page Society, discussed a new way of thinking about corporate communications that revolves around corporate character and authentic advocacy and brings an ethical culture to the forefront of an organization.

In the Page Society's New Model for Corporate Communications, it is understood that in order to have a trustworthy enterprise, you must have authenticity. An organization's corporate character refers to its unique, differentiating identity, which is built around its beliefs, values, purpose and actions. Further, the authentic advocacy of an organization is created by building a shared belief among individual decision-makers; spurring action based on this belief; building and instilling confidence in the action; and enabling advocacy by supporting the individual's desire to experience personal agency and be part of a movement. By building authentic advocacy, an organization's number of supporters will grow exponentially.

"Does the CCO own corporate character? Absolutely not. Every single person in the enterprise does," said Bolton. "However, we have learned that when the CCO takes the New Model perspective and brings it into a company, an opportunity arises to build strong relationships across the enterprise and to actually build an organization's character. Everyone across the enterprise brings something to the table to be included, which is why you need to work across the C-suite."

As an example, Sheffer shared his experience around building the GE Works equation — a combination of a belief in a better way, a relentless drive to invent and build things that matter, and the act of looking at what the world needs. "After spending an entire year talking to our employees and asking them what they really value about GE, they told us that, most importantly, they come to work every day because they want to drive better outcomes for our customers and for society," said Sheffer. "Through the GE Works equation, we make sure we are getting better every day, improving the products and services we offer and aligning them with social expectations." The GE Works journey was led by using employees' voices to express the GE culture externally.

"We looked to base our character around our mission, values and beliefs."

GE Works became an advertising and public relations campaign focused on communities. "We went local, rather than using national media, which had a great effect. We wanted to make sure that our employees' feelings — their expression of GE's values, ideas of who GE is and how they saw our character — were more known. We have made our people our spokespeople," said Sheffer.

Further, Sheffer credits utilizing the Page Society's New Model as the foundation for the GE Works campaign. "The New Model was a great basis for our campaign, as we looked to base our character around our mission, values and beliefs. Not only did this have a great reaction when we took it to Wall Street, but it also energized the people in our company." ■

What is integrity at GE?

- Every employee is empowered to be the voice of integrity.
- Embodied in *The Spirit & The Letter*, GE's code of conduct.
- Based on three principle elements:
  1. Common vision to do the right thing.
  2. Common objective to prevent, detect and respond to all compliance issues.
  3. Common strategy to maintain a world-class compliance culture.

Key Takeaways Discussion

Left: Tim Erblich, chief executive officer, Ethisphere Institute, discusses key takeaways with Laura Kane, vice president, corporate communications, Aflac, Inc., and Ben Boyd, global chair, corporate practice, Edelman.

During the key takeaways discussion, Tim Erblich, chief executive officer, Ethisphere Institute; Laura Kane, vice president, corporate communications, Aflac, Inc.; and Ben Boyd, global chair, corporate practice, Edelman, weighed in on topics that were presented throughout the day.

"I think we went on a bit of a journey today," said Boyd. "We started with 'What is Ethics?' followed by two specific conversations: one about compliance, which is sometimes more about checking a box, juxtaposed to a conversation that focused on behaviors. Finally, I think we came full circle on how compliance and behavior can be connected."

Building on Boyd's point, Kane reflected on her reaction to the public's feelings relating to trust and corporations, "When it was presented that trust is at an all-time low, as referenced by 90 percent of people not trusting corporations in Edelman's Trust Barometer, I thought to myself how incumbent it is on all of us to lead conversations around ethics, which made me especially glad that many of today's presentations brought in the importance of transparency. To increase trust going forward, I believe we need to be open and honest. We need to be sure that we are having frank discussions about what ethics is and how to behave."

Erblich added that although ethics is related to people's trust in companies, it is also important as a business principle. "Ethics is a business driver, and at Ethisphere we truly believe in our tagline, 'Good. Smart. Business. Profit.' At the end of the day, business has to serve a social purpose, you have to make a product that someone needs. Being ethical is actually really good business, and it's just plain smart."

Additional topics that were discussed throughout the day included:

- **Being Bold.** You can't take "no" for an answer if it is the right thing to do. Communication requires courage, especially in today's transparent environment. What you do matters, but how you do it matters more.
- **Communicating across cultures.** We need to be sure we are communicating effectively across different countries and cultures, which can define ethics very differently. Multinational corporations need to understand these differences and communicate accordingly.
- **We all own ethics.** No one person in an enterprise owns ethics, just as no one person owns trust. While CCOs and compliance officers can help lead the dialogue, it is everybody's responsibility to spark conversations around ethics, regardless of his or her role in the enterprise.
- **Reputations are not managed, they are earned.** Companies need to understand that today's marketplace is drastically different than it was even five years ago, when enterprises relied purely on operational data to measure success. For companies to thrive today, they need to be strong from a communications, trust and ethical standpoint.

The session concluded with a call to action for all participants to work together to create more connectivity in terms of a valuation of ethics. While at times it is hard to measure, participants were challenged to think about what universal alignment on a respectable metric of measuring ethics would be, in order to be able to show a strong, quantifiable business case for ethics across enterprises, industries and marketplaces.

Closing Remarks

Paul Gennaro, senior vice president and chief communications officer, AECOM Technology Corp.

The event concluded with closing remarks from the Chairman of Ethisphere's Communications Advisory Board Paul Gennaro, AECOM senior vice president and chief communications officer. Gennaro commented on an emerging trend in the data presented throughout the day, which indicates that people around the world are increasingly making decisions based on their perceptions of an organization's brand as it pertains to ethics, social responsibility and transparency.

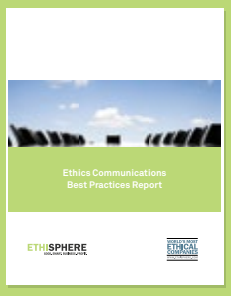
"These decisions determine if our organizations will thrive — or if they will survive," said Gennaro. "So, while a focus on ethics within internal and external communications is the right thing to do, it is also critical to the life of your organization."

Closing with a call to action, Gennaro emphasized that the current state of trust in organizations presents an opportunity for the entire C-suite — including communications, compliance, governance and legal professionals — to rebuild public confidence.

Four reasons to focus on ethics communications:

1. Greater profitability.
2. Ethics and social responsibility are driving decisions that are critical to our organizations.
3. Protect, preserve and enhance an organization's brand and reputation in a proactive way.
4. Opportunity to act as a business leader, managing risk.

Visit http://ethisphere.com/worlds-most-ethical/2013-best-practices-in-ethics-communications-workshop for all workshop presentations as well as:



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