

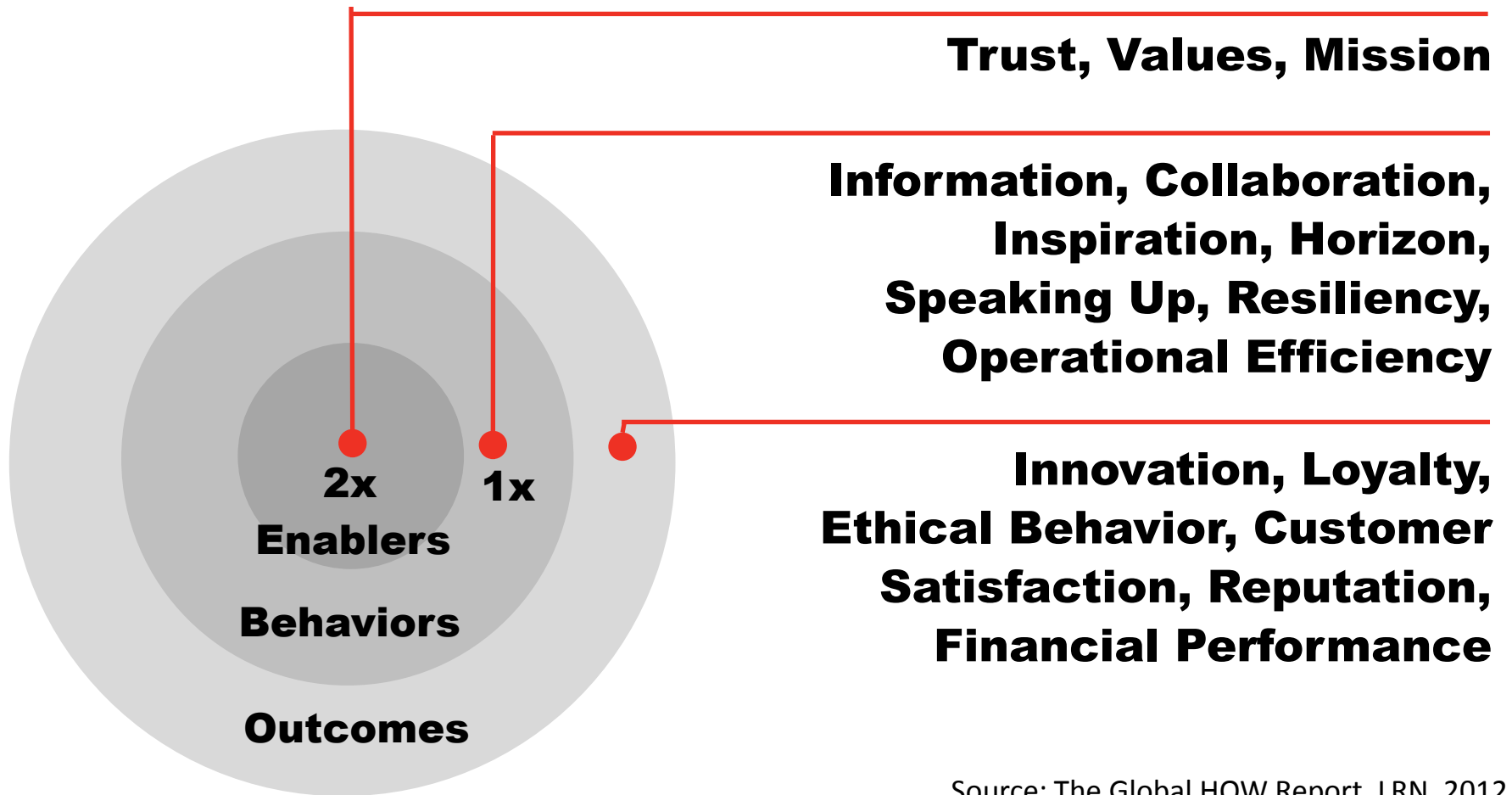
Beyond Training: Articulating & Embedding Company Values

Wayne Brody

LRN[®] *Inspiring Principled Performance*SM

COMPLIANCE WEEK 2013
POWERFUL INSIGHTS, PRACTICAL IDEAS, REAL SOLUTIONS

Corporate Cultures and the Values Upon Which They Are Based Drive our Performance



Source: The Global HOW Report, LRN, 2012

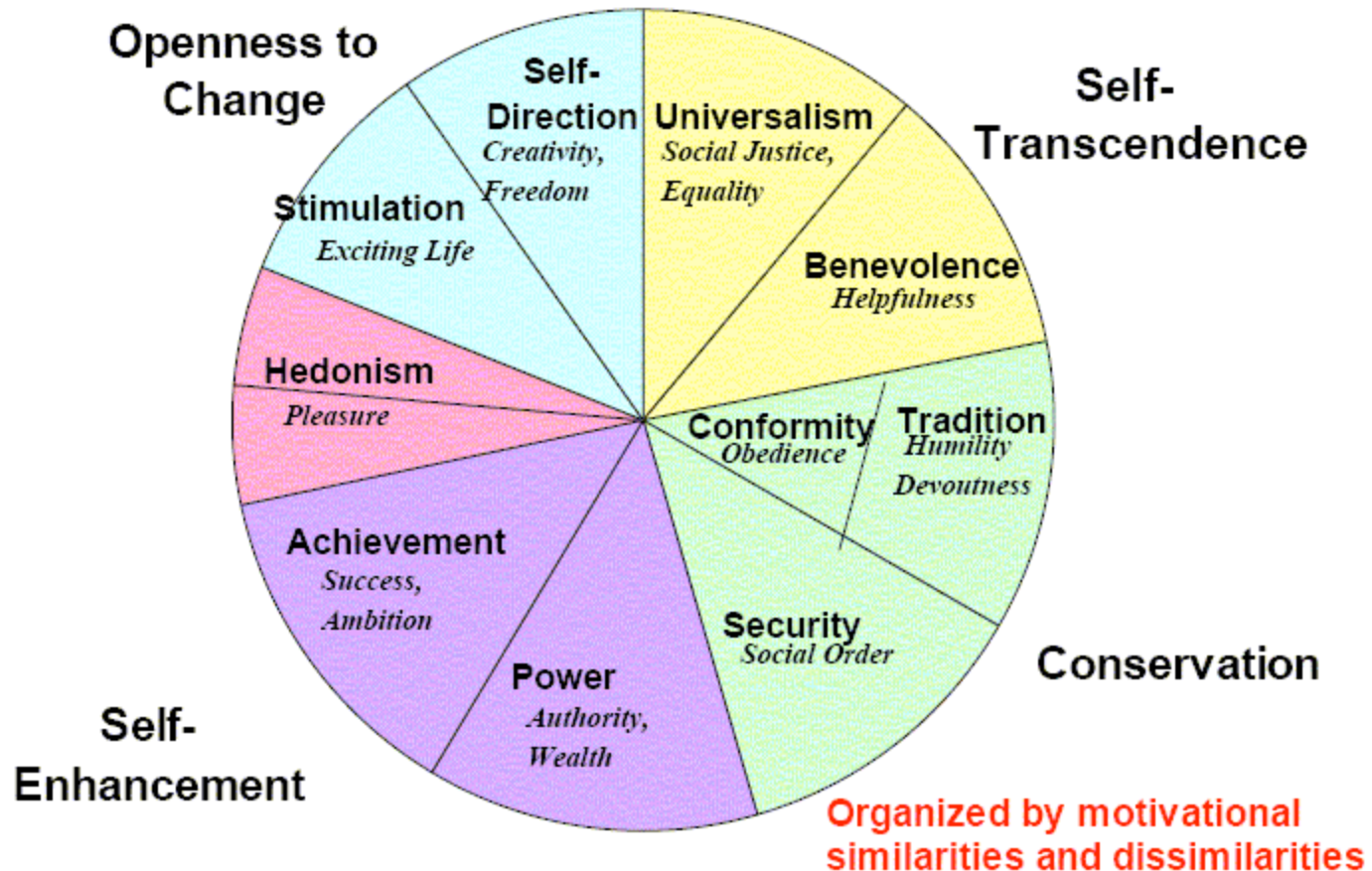
What are Values?

1. Values are beliefs linked inextricably to effect.
2. Values refer to desirable goals that motivate action.
3. Values transcend specific actions and situations.
4. Values serve as standards or criteria.
5. Values are ordered by importance relative to one another.
6. The relative importance of multiple values guides action.

“Universal Moral Values”

1. Trustworthiness (honesty, integrity, transparency, reliability, loyalty)
2. Respect (respect for human rights)
3. Responsibility (accountability, excellence, self-restraint)
4. Fairness (process, impartiality, equity)
5. Caring (avoiding unnecessary harm)
6. Citizenship (obeying laws and protecting the environment)

People Around the World Share the Same, Basic Values



They Prioritize Them Differently

		<i>Brazilians</i>	<i>Russians</i>	<i>Saudis</i>	<i>Singaporeans</i>	<i>British</i>
<i>n</i>		246	129	116	101	122
Male (%)		45	47	90	53	49
Age		36.1	34.6	36.6	32.8	27.1
Years worked		9.5	7.8	10.7	9.8	5.3
Responding by e-mail (%)		74	25	29	21	0
Openness to change:	Mean	0.06 ^a	0.09 ^a	-0.07 ^a	-0.04 ^a	-0.05 ^a
	α	0.75	0.65	0.73	0.76	0.73
Conservation:	Mean	-0.35 ^b	-0.42 ^b	0.08 ^a	-0.16 ^a	-0.36 ^b
	α	0.74	0.78	0.69	0.73	0.64
Self-enhancement:	Mean	-0.32 ^b	0.19 ^a	-0.14 ^b	-0.13 ^b	-0.14 ^b
	α	0.68	0.67	0.68	0.69	0.72
Self-transcendence:	Mean	0.74 ^a	0.23 ^{c,d}	0.14 ^d	0.38 ^{b,c}	0.54 ^b
	α	0.70	0.62	0.63	0.62	0.68
Business corruptibility:	Mean	2.06 ^c	2.93 ^a	2.50 ^b	2.69 ^b	2.57 ^b
	α	0.74	0.80	0.68	0.79	0.76

Note: Means for PVQ and business corruptibility are adjusted for gender and age covariates; ^{a, b, c, d} means in the same row with the same superscript do not differ from one another at $p < 0.05$.

“Do the Right Thing” Just Doesn’t Do

- There is no global consensus on what “the right thing” is in a given situation
- Major dividing lines include:
 - Culture (larger social context, location, religion, ethnicity, educational content, etc.)
 - Age
 - Gender
 - Economic Status

Defined Corporate Values Enable Principled, Uniform Decision-Making Frameworks



For more than 200 years, DuPont core values have been the cornerstone of who we are and what we stand for.

Even as our company and the world have grown and evolved, we have never changed the commitment we share to our core values. They are:

Safety and Health

We adhere to the highest standards to ensure the safety and health of our employees, our customers and the people of the communities in which we operate.

Environmental Stewardship

We protect the environment and strengthen our businesses by making environmental issues an integral part of all business activities. We continuously strive to align our actions with public expectations.

Highest Ethical Behavior

We conduct our business affairs to the highest ethical standards and in compliance with all applicable laws. We work diligently to be a respected corporate citizen worldwide.

Respect for People

We foster an environment in which every employee is treated with respect and dignity, and is recognized for his or her contributions to our business.

Our Credo

We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly seek to reduce our costs in order to maintain reasonable prices. Customers' orders must be serviced promptly.

Our suppliers and distributors must have an opportunity to make a fair profit.

We are responsible to our employees, the men and women who work with us and who are considered as an individual. We must respect their dignity and recognize their security in their jobs. Compensation must be fair and adequate, and working conditions must be mindful of ways to help our employees fulfill their family responsibilities. We must be open to suggestions and complaints. There must be equal opportunity for employment, and we must provide competent management, and their action must be qualified. We must provide competent management, and their action must be qualified.

We are responsible to the communities in which we live and work and to the good citizens - support good works and charities and bear our fair share of the cost of improvements and better health and education. We must maintain in good order the property we own, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must be honest. Research must be carried on, innovative programs developed and mistakes paid for. Purchased, new facilities provided and new products launched. Reserves must be created. When we operate according to these principles, the stockholders should be satisfied.

Johnson & Johnson

Values

Steelcase was founded in 1912 by a few people with a strong commitment to integrity and doing the right thing for their customers, employees, business partners, associates and neighbors.

Their principles became the foundation of our company, passed on from decade to decade. Our employees are our greatest asset and living these values is at the core of all that we do, just as it was in the past.

At Steelcase we:

- Act with integrity
- Tell the truth
- Keep commitments
- Treat people with dignity and respect
- Promote positive relationships
- Protect the environment
- Excel

History

Steelcase turns 100 this year! We began in 1912 as the Office Furniture Company in Grand Rapids, Michigan.

We received our first patent in 1914 for a steel office chair, a major innovation at a time when straw waste was a serious office fire hazard. That led to metal desks and chairs, the way with product and service innovation (View our [interactive timeline](#).)

Today, our portfolio of solutions addresses the needs of all elements of an office environment: interior architecture, furniture, lighting, acoustics, and more.



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Letha Hammon

DuPont

Corporate Ethics & Compliance
Officer



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Our Purpose

DuPont is a science company.

We work collaboratively to find sustainable, innovative, market-driven solutions to solve some of the world's biggest and ever-increasing challenges, making lives better, safer, and healthier for people everywhere.

Our People Are Our Strength.



63,000 DuPont employees in more than 90 countries are working collaboratively to solve some of the world's greatest challenges.

Our Science Accelerates Discovery, Inventions & Growth.

When DuPont science meets the demands of the global market, the result is innovation.



>10,000 SCIENTISTS AND ENGINEERS

\$2.1 BILLION SPENT ON RESEARCH & DEVELOPMENT IN 2012

OVER 150 RESEARCH & DEVELOPMENT LOCATIONS WORLDWIDE

Our Core Values Are More Than Just Goals.

They reflect the way we work and how we operate every day – with our customers, with our partners from around the world, and in the communities in which we operate.



DUPONT CORE VALUES

SAFETY & HEALTH

**ENVIRONMENTAL
STEWARDSHIP**

**RESPECT
FOR PEOPLE**

**HIGHEST
ETHICAL BEHAVIOR**

Committed to Zero

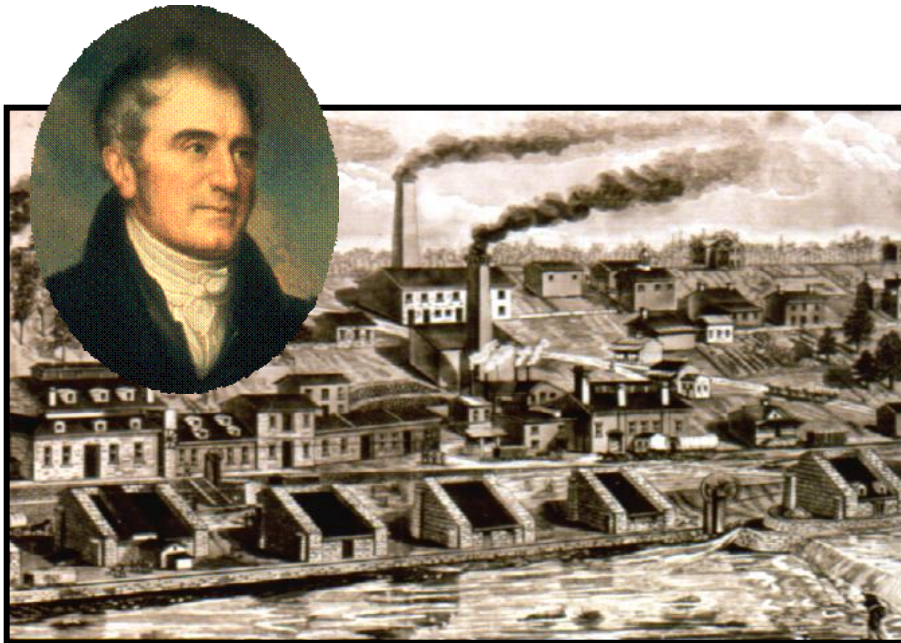
DuPont

Our Core Values

- **Safety and Health**. We share a personal and professional commitment to protecting the safety and health of our employees, our contractors, our customers and the people of the communities in which we operate.
- **Environmental Stewardship**. We find science-enabled, sustainable solutions for our customers, always managing our businesses to protect the environment and preserve the earth's natural resources both for today and for generations into the future.
- **Respect for People**. We treat our employees and all our partners with professionalism, dignity and respect, fostering an environment where people can contribute, innovate and excel.
- **Highest Ethical Behavior**. We conduct ourselves and our business affairs in accordance with the highest ethical standards and in compliance with all applicable laws, striving always to be a respected corporate citizen worldwide.

“Committed to ZERO”

Safety is in our DNA - *Ellen Kullman*



Powder mill operation began in 1802.

First safety rules established in 1811.

“Safety is a line management responsibility. ... No employee may enter a new or rebuilt mill until a member of top management has personally operated it.”

– E. I. du Pont

Safety statistics began in 1912.

Belief that all injuries are preventable developed in the 1940s.

Off-the-job safety program began in the 1950s.

“Goal is Zero” established in 1990s.

How do we “LIVE” our core values?

We believe that everyone can be a leader no matter what level in the organization

We take personal responsibility for addressing situations we find

We look out for each other, every day

We have specific rituals to remind ourselves of the expectations DuPont has of us

All meetings begin with a Core Value contact

Keep weekly, monthly, quarterly metrics – share broadly with the organization via “dashboards”

Recognize exceptional core value performance:

- Board of Directors Safety Award
- Safety Coin
- Business Ethics Award

We encourage Learning

Safety training – on the job, classroom, driver safety, etc.

Online ethics training – “LegalEagleSM”

Ethics posters

New Employee On-Boarding



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Jim Ward

Associate Vice President
for Compliance and Ethics

Georgetown University



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Georgetown University Values:

“Georgetown is a Catholic and Jesuit, student-centered research university ... founded on the principle that serious and sustained discourse among people of different faiths, cultures and beliefs promotes intellectual, ethical and spiritual understanding... We embody this principle in the diversity of our students, faculty and staff, our commitment to justice and the common good, our intellectual openness, and our international character... Georgetown educates men and women to be reflective lifelong learners, to be responsible and active participants in civic life, and to live generously in service to others.”

University Mission Statement

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Why is this important at Georgetown?

- Because our values are important.
 - ✓ “Together We Are Georgetown” is not just a marketing slogan but an important statement of shared identity, pride and common values that has psychological impact within the Georgetown community.
- Because policies and rules are not enough.
 - ✓ We can’t anticipate everything and make a rule for it.
 - ✓ We can’t be sure that people will be aware of all policies.
 - ✓ We can’t just tell people what to do (particularly in academia!).

GOAL: Georgetown people doing the right thing when no one is watching and asking questions when rules are unclear.

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Embedding Georgetown Values in a Compliance/Risk Mgt. Context

- Penn State scandal viewed as both risk and opportunity.
 - ✓ **Risk:** Examine Georgetown vulnerabilities and protect against them.
 - ✓ **Opportunity:** The way we handle this issue can make a statement about who we are and what we care about.

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Embedding Georgetown values while addressing the protection of minors:

- Defined goals broadly—a “Culture of Care” issue.
- Inclusive process generated discussion about values and broad consensus.
- Policy references values explicitly.
- Communications stressed values—we care about those who are vulnerable.
- Announcement by university president emphasized connection to mission.
- Ongoing outreach, meetings, speakers, training, general education and awareness all serve to ground requirements in values.

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More general messages to embed values:

- The ivory tower is a pedestal; we could fall.
- Compliance with this rule is linked to our values and goals.
- We're relying on you.
- We care about you—thank you for all you do for Georgetown!