

Board reporting presentation: Corporate culture

Key findings for the board and senior
management

How to use this report

Note:

- Delete this slide when done.

- **Methodology:**

- Assembled from best-in-class presentations across clients, this presentation contains PowerPoint slides that provide information and data about the importance of corporate integrity and culture

- **How to customize this report:**

- Select the slides most appropriate for your report
- Fill in the relevant gaps in the presentation
- Add additional context specific to your organization
- Remove the instructional white boxes once presentation is completed

Why integrity matters

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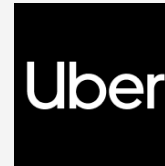
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Recent high-profile cases of culture failure



#MeToo



**TIME'S
UP**

facebook



Suggested voice-over:

- Choose a few of these high-profile examples to talk about in more detail to highlight the compliance violation and/or ethical failure and the impact on the organization's reputation, finances and growth.
- Example: "In 2016, it was discovered that about 2 million phony customer accounts were opened by Wells Fargo employees to meet aggressive sales quotes and pressure from management and the CEO at the time. The bank had charged customers more than \$1.5 million in fees for these accounts. The bank fired ~5,300 employees for opening the fraudulent accounts. As a result of the scandal, Wells Fargo has issued repayments to affected customers, has removed sales quotas, and faces several investigations by government agencies."
- **Delete this box when finished.**

Why most cultural failures occur

Most often, cultural failures fall into **three** main categories:



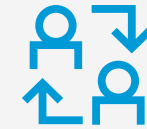
Fear of reporting.

Employees don't feel comfortable speaking up either because they feel they may experience retaliation, their allegations won't be taken seriously, or the organization won't take action.



Lack of ethical leadership.

Employees don't feel senior leaders and managers are ethical nor that they will hold others accountable for their behavior.



Poor trust in colleagues.

Employees don't feel bad that the people who work around them on a day-to-day basis are holding or will hold others accountable for compliance and ethics behavior.

Impact of a positive culture



Primary drivers of a strong culture of integrity

Key attributes of a culture of integrity

Gartner's research on culture of integrity identified **7 main components** of a culture of integrity:



Key attributes of a culture of integrity

Gartner’s research on culture of integrity identified **7 main components** of a culture of integrity:



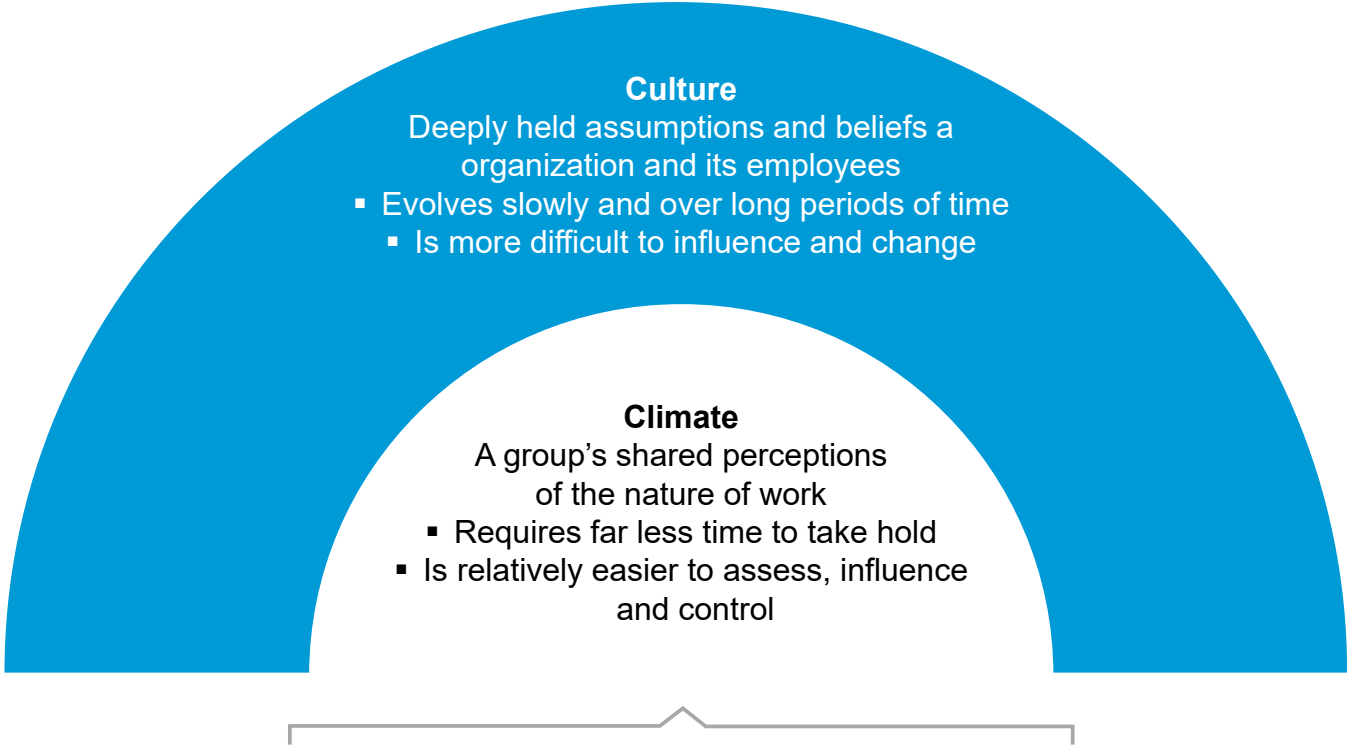
Suggested voice-over:

- Highlight these components when presenting this slide.
- “Gartner’s research has shown that the three most important components of a culture of integrity are: comfort speaking up, direct manager leadership, and organizational justice.”
- Delete this box when finished.

Path to strong corporate culture of integrity

Gartner research shows that the key to building a culture of integrity starts with creating a strong “**climate**” across teams.

Definition of culture versus climate



Sample drivers of climate

Signals

The signals (formal and informal) managers and local influencers convey to teams that suggest what is and isn't accepted

Process and practice individuals follow

The processes and practices teams follow and how well they support desired behaviors

Suggested voice-over:

- “Culture is deeply rooted in an organization’s history and its existing practices. The most effective way to influence it is through **climate**, which refers to a group’s shared perceptions of the nature of its work. Culture is built through the smaller, more specific gestures that constitute climate. For instance, having managers set a positive ethical tone is a big, ambitious cultural goal. You can’t achieve it overnight, but you can start working your way toward it by, for instance, encouraging managers to praise employees for acting in accordance with compliance rules.”
- Read our research report, **Using Climate to Build a Strong Compliance Culture** for further research and data to support the voice-over.
- **Delete this box when finished.**

Our company culture

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Key cultural metrics in 20[XX]

Cultural metric	Enter figure
Example: Volume and trend of observed misconduct	
Example: Improvements in behavior (from employee culture survey)	
Example: Percentage of employees fearing retaliation in response to reporting	
[Additional metric]	
[Additional metric]	
[Additional metric]	
[Additional metric]	

Customize for your organization

▪

Insert the appropriate information in the dashboard with actual findings from compliance culture initiatives and results from employee culture survey if your organization launched one.

▪

Delete this box when finished.

Key compliance violations metrics in 20[XX]

Compliance violations	Enter figure
Example: YoY changes in costs and volume of legal settlements	
Example: Annual damages, settlements and fines	
Example: Number of regulatory violations and fines	
[Additional metric]	
[Additional metric]	
[Additional metric]	
[Additional metric]	

Customize for your organization

- Insert the appropriate information in the dashboard with actual findings from compliance culture initiatives.
- Delete this box when finished.

Key allegations and investigations metrics in 20[XX]

Allegations and investigations metric	Enter figure
Example: Total allegations received this year	
Example: Total allegations received in the prior year	
Example: Percent change in allegations received	
Example: Percent of allegations substantiated this year	
Example: Total allegations received this year through the help line	
Example: Number of investigations currently open	
Example: Average investigation cycle time	
[Additional metric]	
[Additional metric]	
[Additional metric]	

Customize for your organization

- Insert the appropriate information in the dashboard with actual findings from compliance culture initiatives.
- **Delete this box when finished.**

Key compliance training metrics in 20[XX]

Compliance training metric	Enter figure
Example: Number of employees completing mandatory training	
Example: Hours of employee training per year	
Example: Employee feedback on training quality	
Example: Average employee scores on post-training tests	
[Additional metric]	
[Additional metric]	
[Additional metric]	

Customize for your organization

▪ Insert the appropriate information in the dashboard with actual findings from compliance culture initiatives.

▪ Delete this box when finished.

Employee cultural survey results

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Executive summary of employee culture survey results

- [Insert high-level finding 1]
- [Insert high-level finding 2]
- [Insert high-level finding 3]
- [Insert high-level finding 4]
- [Insert high-level finding 5]

Customize for your organization

- Add key findings from your organization's employee culture survey results.
- **Delete this box when finished.**

Overall culture survey results

Culture component	Organization results	Benchmark	Score difference
Example: Comfort speaking up	5.52	5.90	-0.38
Example: Trust in colleagues	5.72	5.65	0.07
[Insert text]			
[Insert text]			
[Insert text]			
[Insert text]			
[Insert text]			

Overall perception of culture

Customize for your organization

- This dashboard presents sample results from Gartner’s employee culture survey, RiskClarity: A Corporate Integrity Service™. To learn more about the **RiskClarity survey**, contact your account manager or Client Partner for more information.
- Insert findings from your organization’s RiskClarity report or actual findings from your organization’s own employee culture survey results.
- **Delete this box when finished.**

Cultural survey results by geography

Culture component	Africa ^a	Asia/Pacific ^b	Europe ^c	Latin America	North America	Corporate
Example: Comfort speaking up	5.60 +0.04	5.60	5.32 ↓			
Example: Trust in colleagues	5.41 -0.01	5.37	5.57 ↑			
Example: Fear of retaliation	5.22 +0.03	5.23	5.23 ▢			
[Insert text]						
[Insert text]						
[Insert text]						
[Insert text]						
Overall perception of culture	5.22 +0.06	5.19	5.21			

^a The bold number in each cell indicates score; the +/- number indicates the difference in scores between our 2018 survey results and [previous year survey results or industry benchmark results, if available].

^b Green shading indicates an improvement over previous scores; red shading indicates a decrease in scores; dark gray represents in-line scores.

^c A green up arrow indicates an improvement over previous scores; red down arrow indicates a decrease in scores; dash represents in-line scores.

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- Insert the relevant geographical results in the dashboard from your RiskClarity report or your organization's own employee culture survey results.
- Pick one of the three options (a/b/c) for displaying scores.
- **Delete this box when finished.**

Cultural survey results by business unit

Culture component	Business unit 1 ^a	Business unit 2 ^b	Business unit 3 ^c	Business unit 4	Business unit 5	Business unit 6
Example: Comfort speaking up	5.52 +0.08	5.55	5.60 ↑			
Example: Trust in colleagues	5.21 +0.02	5.40	5.55 ↑			
Example: Fear of retaliation	5.52 -0.01	5.66	5.33 ↓			
Overall perception of culture	5.25 +0.06	5.34	5.32			

^a The bold number in each cell indicates score; the +/– number indicates the difference in scores between our 2018 survey results and [previous year survey results or industry benchmark results, if available].

^b Green shading indicates an improvement over previous scores; red shading indicates a decrease in scores; dark gray represents in-line scores.

^c A green up arrow indicates an improvement over previous scores; red down arrow indicates a decrease in scores; dash represents in-line scores.

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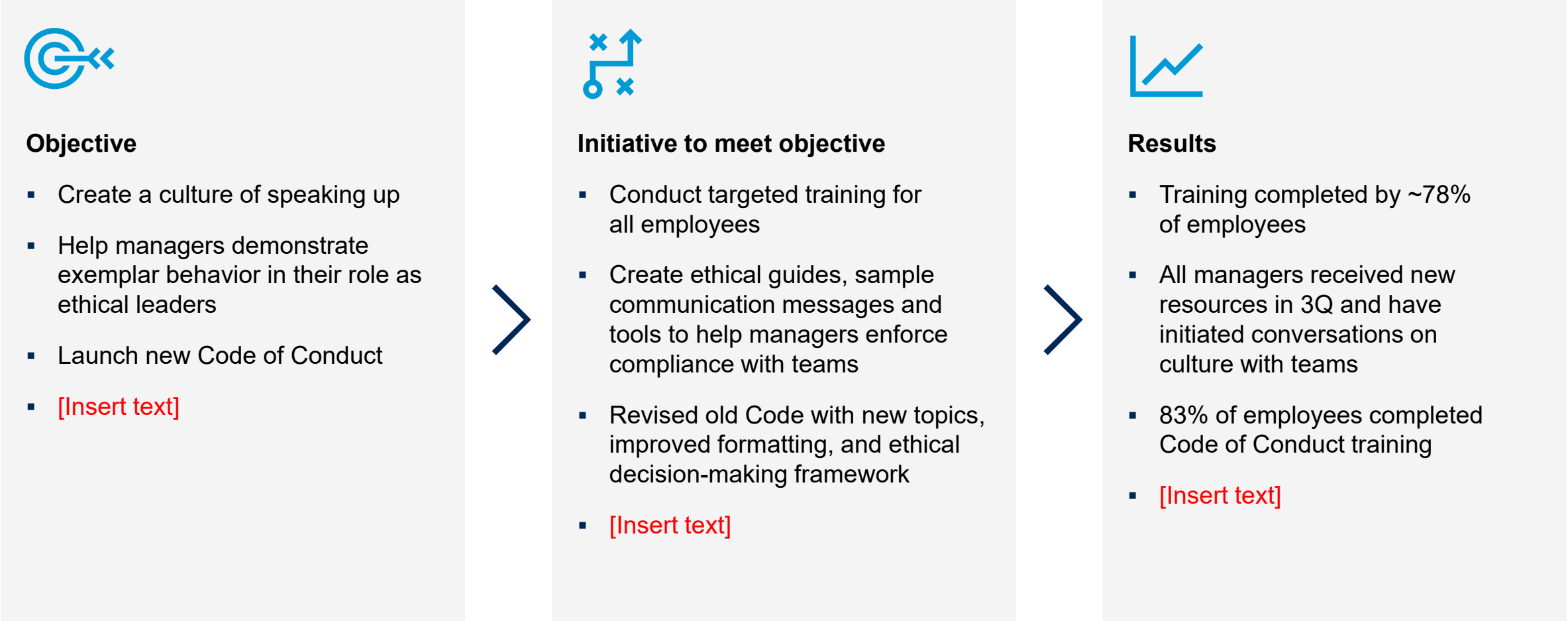
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- Insert the relevant geographical results in the dashboard from your RiskClarity report or your organization's own employee culture survey results.
- Pick one of the three options (a/b/c) for displaying scores.
- **Delete this box when finished.**

Next steps

Progress on 20[XX] cultural objectives

Summary of 20[XX] cultural objectives and progress made



Moving forward

Focus area	Action steps	Timeline
Comfort speaking up ▪ [Fear of retaliation] is most common reason for not reporting ▪ Comfort speaking up is [%] lower than industry average and lowest in [geography or business unit]	Train managers in areas of business with low comfort speaking up scores	▪ Begin training 2Q18 ▪ Complete training by 3Q18
	Increase awareness of reporting options (e.g., anonymous help line). Reinforce zero-tolerance policy for retaliation.	▪ Begin campaign 1Q18 ▪ Integrate into ongoing annual messaging
Manager response to reports ▪ Managers feel unprepared for misconduct reports and concerns ▪ Manager confidence is [%] lower than industry average and lowest in [geography or business unit]	Provide managers with clear and easily accessible guidance on when and how to escalate reports of misconduct	▪ Publish guidance 2Q18 ▪ Reassess progress 3Q18
	Provide additional training on addressing reports and questions for managers in areas of business that feel less prepared	▪ Begin training 3Q18 ▪ Complete training 4Q18 ▪ Integrate into annual manager training
Satisfaction with reporting ▪ Employees do not feel confident that reports are taken seriously and acted upon ▪ Reporting satisfaction is [%] lower than industry average and lowest in [geography or business unit]	Establish procedures to provide all employees involved in investigations with updates on a fixed basis	▪ Establish procedures 1Q18 ▪ Reassess progress 2Q18
	Ask all involved employees for feedback after the investigation	▪ Establish procedures 1Q18 ▪ Reassess progress 3Q18
	As permitted by privacy policies, provide quarterly case studies that include actions taken in response to reports	▪ Integrate into quarterly newsletter (or other publication) by 2Q18 ▪ Publish on ongoing quarterly basis

Customize for your organization

- Select the top 3 actionable focus areas and tailor next steps based on needs and capabilities.
- **Delete this box when finished.**

Appendix

Employee culture survey context

Participant role demographics

Division	Invited	Completed	Response rate
Africa	1,500	1,205	80.3%
Asia/Pacific	3,000	2,705	90.2%
Europe	900	820	91%
Latin America			
North America			
[Insert division]			
[Insert division]			
[Insert division]			
Total			

Survey methodology
[Insert text on survey methodology]

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