



Co-Chaired with:



BELA ASIA PACIFIC

2021 Trends in Culture, Bullying, and Harassment



BUSINESS ETHICS
LEADERSHIP
ALLIANCE
ASIA PACIFIC

IN PARTNERSHIP WITH:

CONNOR
SOURCING THE FUTURE



MEGA
COMPLIANCE

WORKING COMMITTEE

2020-2021 RESEARCH PROJECT: MEASURING CULTURE

A common challenge identified by the community over the course of the previous year was a lack of meaningful benchmarks and data associated with Asia Pacific—specifically around measuring culture and integrity program practices. In an effort to address this growing need for data, we assembled an expert working committee of leaders to guide and direct the contents of this survey and report.

We would like to take this opportunity to **thank and recognize** the following leaders for their unwavering support and commitment to raising the standard of ethical business practices across Asia.

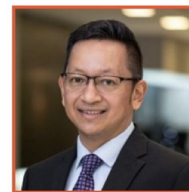
WORKING COMMITTEE LEADERS:



Mona Dange
Global Head of Market
Compliance, **Nokia**

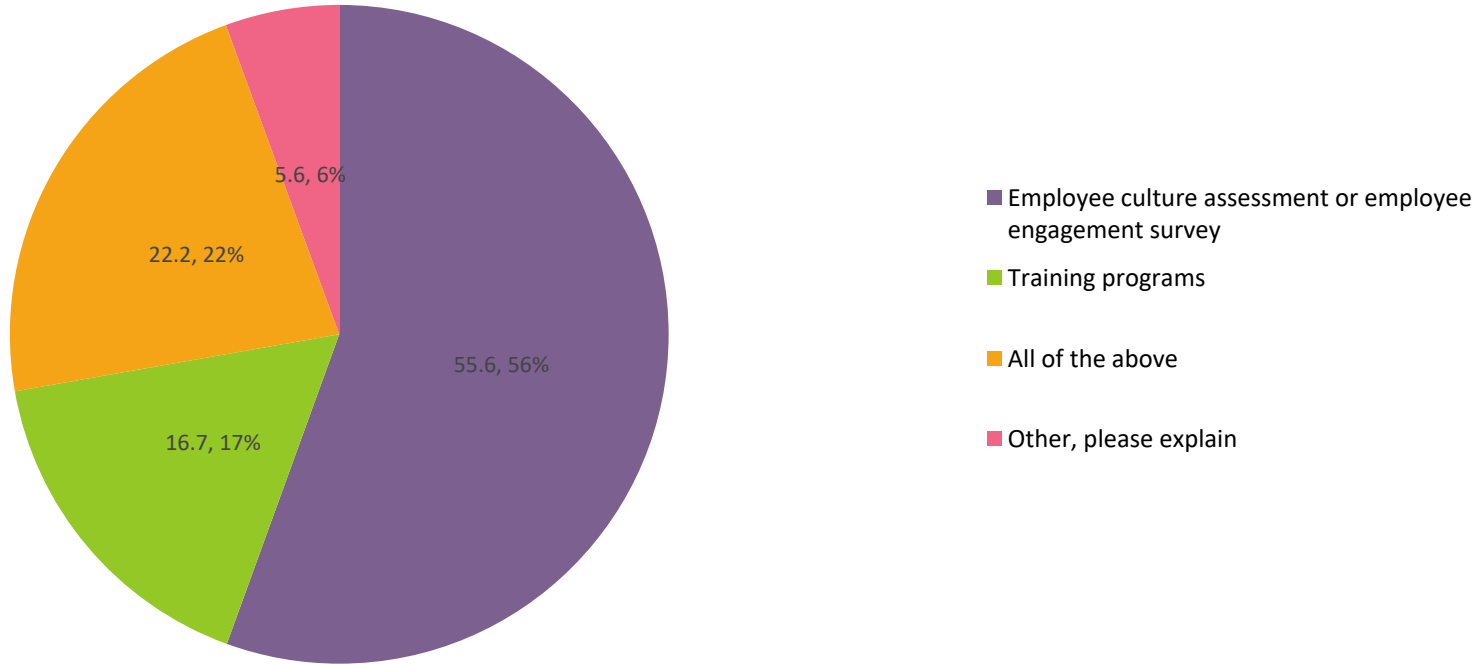


Sonali Narasimhan
Regional Head of Compliance,
Asia Pacific, **Johnson Controls**



Ramesh Moosa
Partner, Forensic & Integrity
Services, Asean & Singapore
Leader at **EY**

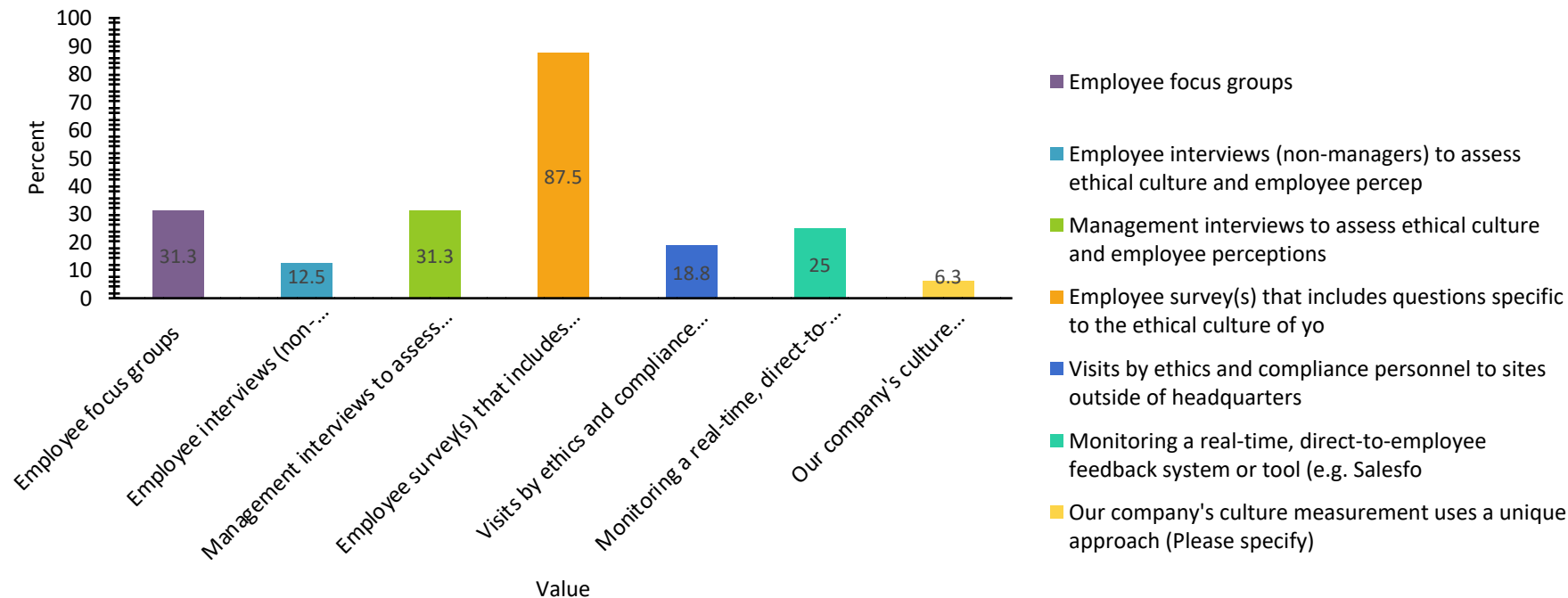
1.What are the tools currently used to measure a culture of integrity?










1.What are the tools currently used to measure a culture of integrity?

| Value | | Percent | |
|---|------------------------|---------|--|
| Employee culture assessment or employee engagement survey | <div><div></div></div> | 55.6% | |
| Training programs | <div><div></div></div> | 16.7% | |
| All of the above | <div><div></div></div> | 22.2% | |
| Other, please explain | <div><div></div></div> | 5.6% | |
| | | | |

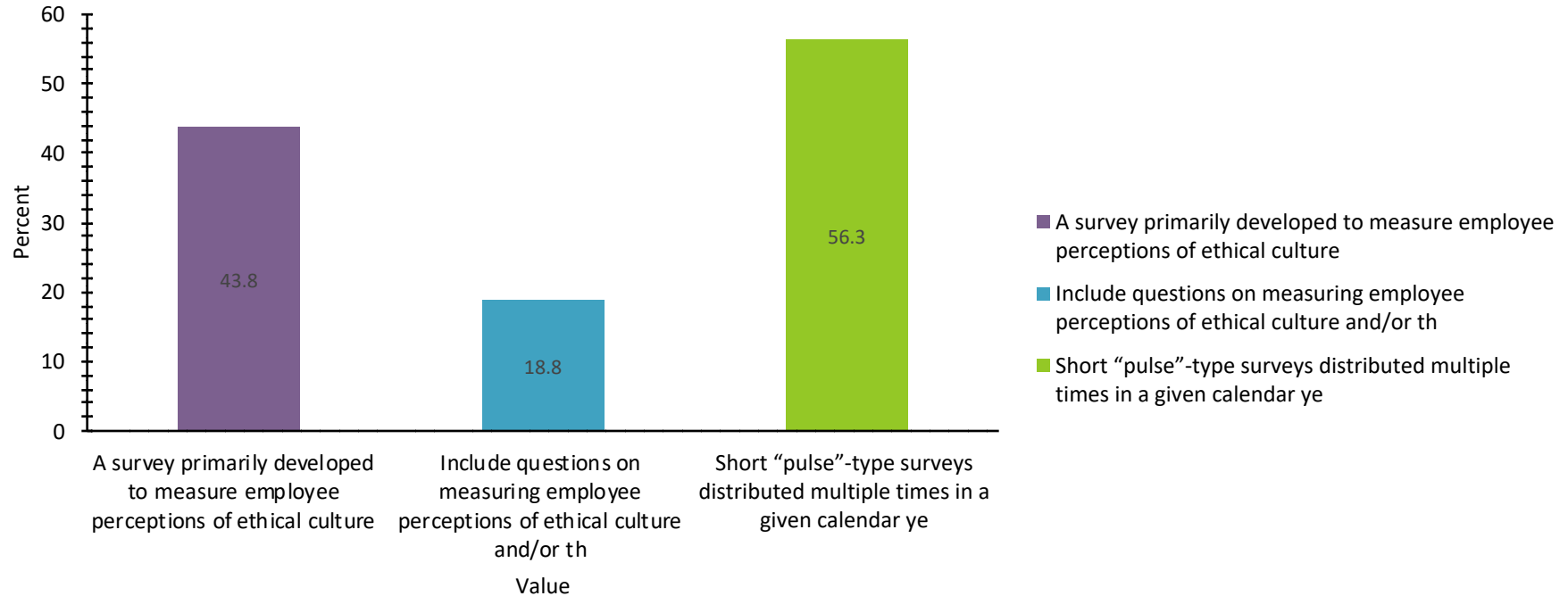
2.Which of the following methods, if any, are part of your company's approach to measuring employee perceptions of ethical culture and/or the ethics and compliance program? Please select all that apply.








2.Which of the following methods, if any, are part of your company’s approach to measuring employee perceptions of ethical culture and/or the ethics and compliance program? Please select all that apply.

| Value | | Percent | |
|--|--|---------|--|
| Employee focus groups |  | 31.3% | |
| Employee interviews (non-managers) to assess ethical culture and employee perceptions |  | 12.5% | |
| Management interviews to assess ethical culture and employee perceptions |  | 31.3% | |
| Employee survey(s) that includes questions specific to the ethical culture of your company |  | 87.5% | |
| Visits by ethics and compliance personnel to sites outside of headquarters |  | 18.8% | |
| Monitoring a real-time, direct-to-employee feedback system or tool (e.g. Salesforce Feedback app, Yammer comments, intranet site comments) that allows for |  | 25.0% | |
| Our company's culture measurement uses a unique approach (Please specify) |  | 6.3% | |

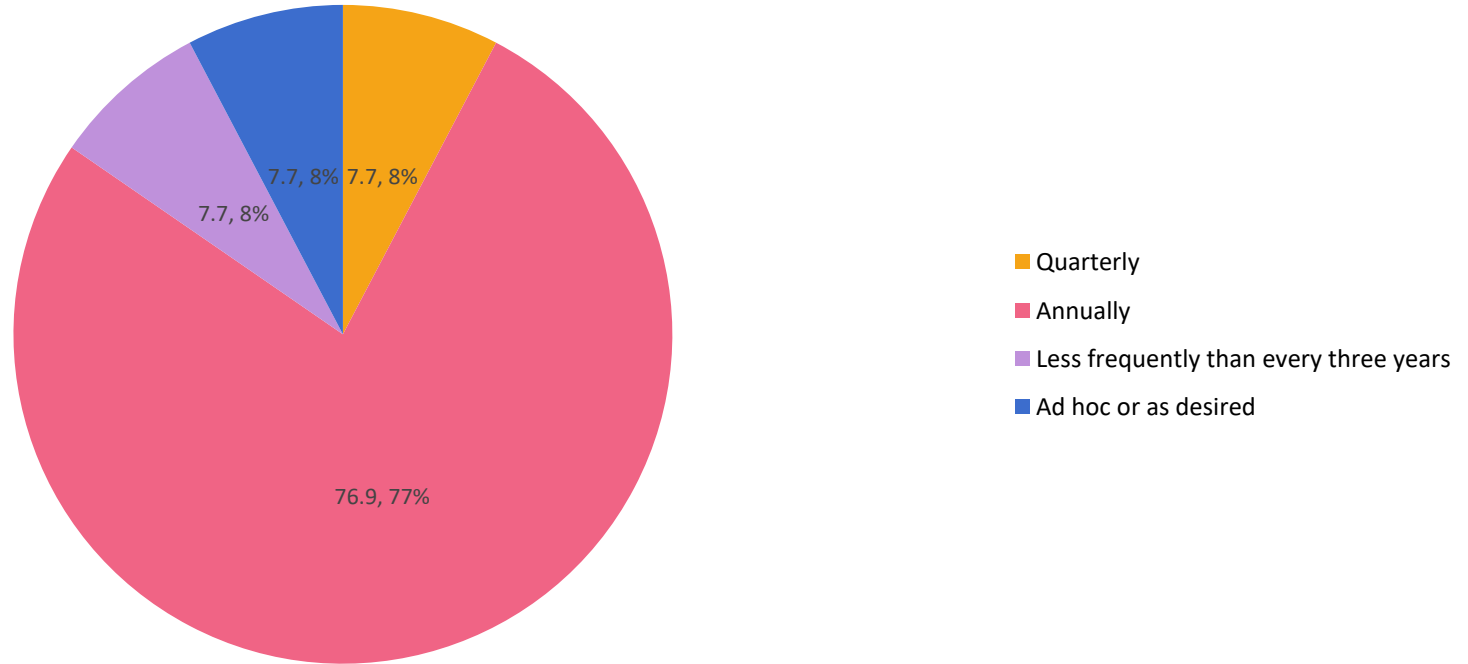
3. Which of the following types of surveys are used to measure ethical culture within your organization? Please select all that apply.







3.Which of the following types of surveys are used to measure ethical culture within your organization? Please select all that apply.

| Value | | Percent | |
|--|--|---------|--|
| A survey primarily developed to measure employee perceptions of ethical culture and/or the compliance program |  | 43.8% | |
| Include questions on measuring employee perceptions of ethical culture and/or the compliance program as part of a broader employee engagement survey |  | 56.3% | |
| Include questions on measuring employee perceptions of ethical culture and/or the compliance program as part of employee exit questionnaires |  | 12.5% | |
| Include questions on measuring employee perceptions of ethical culture and/or the compliance program as part of employee onboarding questionnaires |  | 18.8% | |
| Short “pulse”-type surveys distributed multiple times in a given calendar year that include questions on measuring employee perceptions of ethical culture and/or the compliance program |  | 56.3% | |

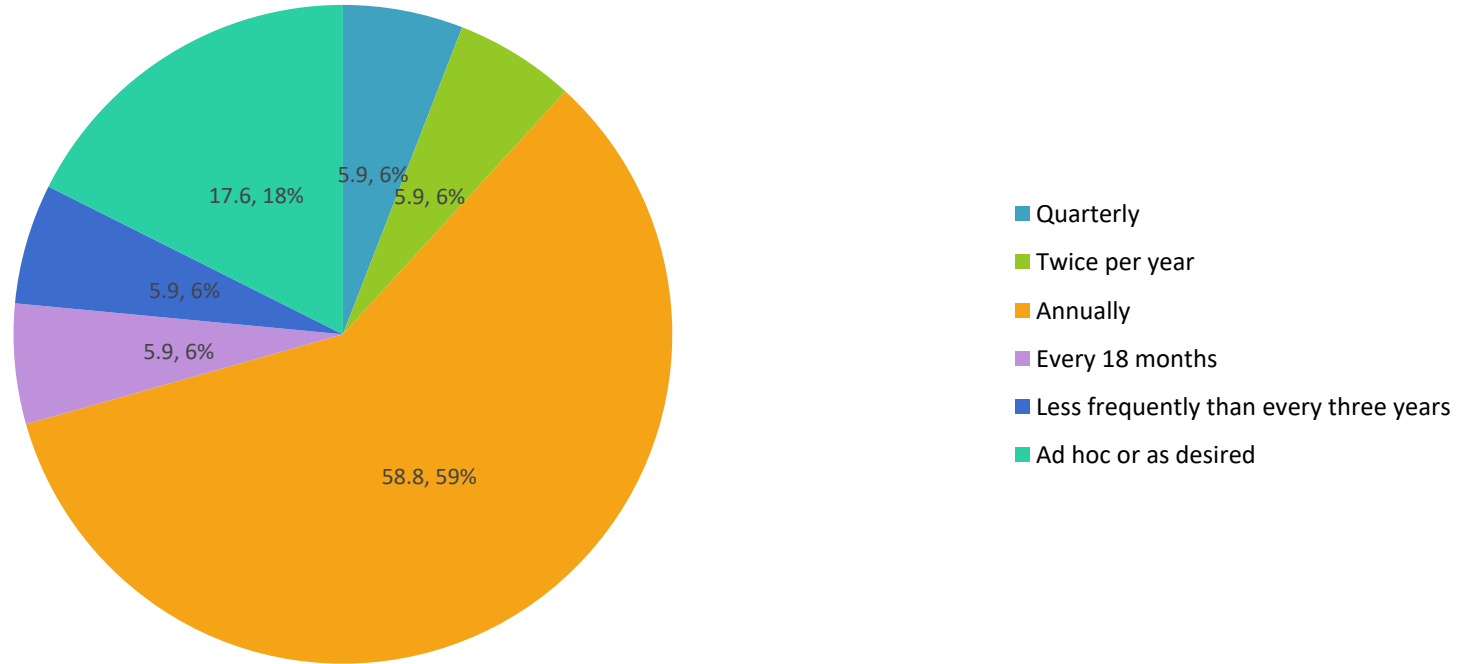
4.If your company uses a survey primarily developed to measure employee perceptions of ethical culture and/or the compliance program. Please indicate the frequency with which this survey is administered.









4.If your company uses a survey primarily developed to measure employee perceptions of ethical culture and/or the compliance program. Please indicate the frequency with which this survey is administered.

| Value | | Percent | |
|--|--|---------|--|
| Quarterly |  | 7.7% | |
| Annually |  | 76.9% | |
| Less frequently than every three years |  | 7.7% | |
| Ad hoc or as desired |  | 7.7% | |

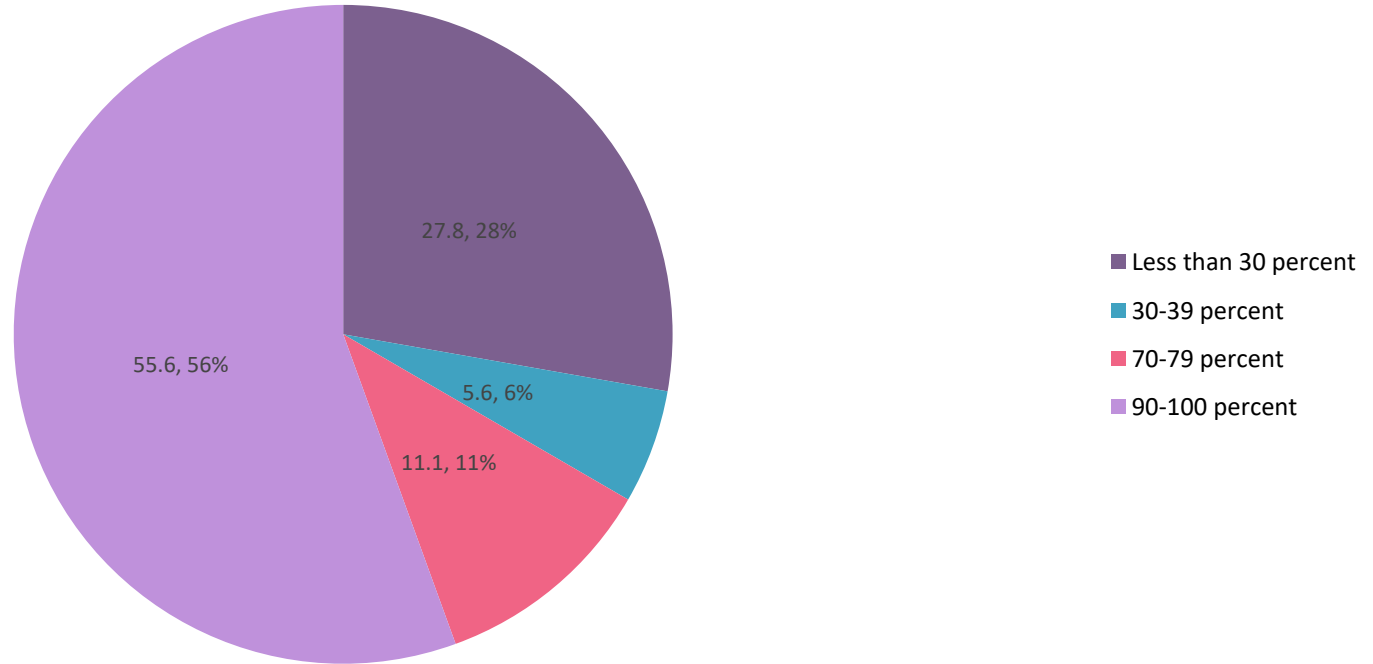
5. Does your company include questions on measuring employee perceptions of ethical culture and/or the compliance program as part of a broader employee engagement survey? Please indicate the frequency with which engagement surveys are generally administered.



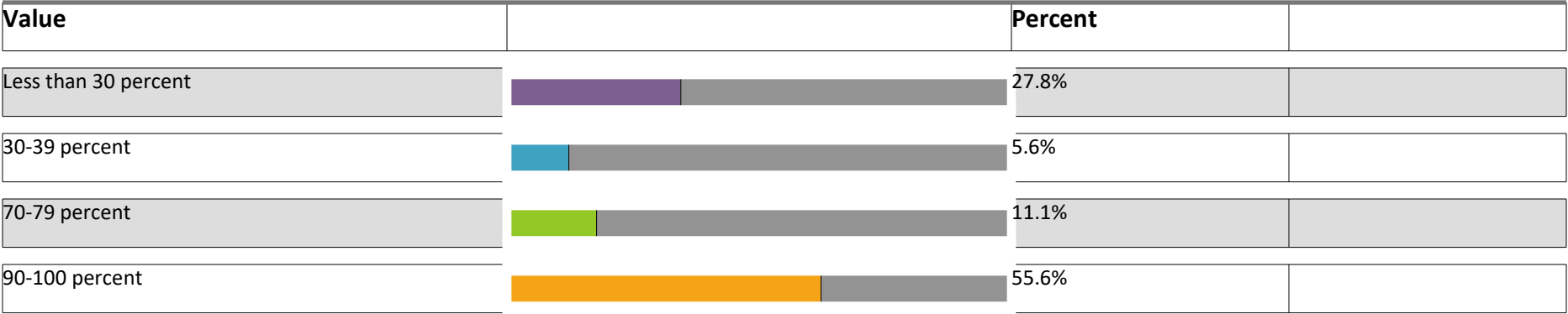
5.Does your company include questions on measuring employee perceptions of ethical culture and/or the compliance program as part of a broader employee engagement survey?Please indicate the frequency with which engagement surveys are generally administered.

| Value | | Percent | |
|--|--|---------|--|
| Quarterly |  | 5.9% | |
| Twice per year |  | 5.9% | |
| Annually |  | 58.8% | |
| Every 18 months |  | 5.9% | |
| Less frequently than every three years |  | 5.9% | |
| Ad hoc or as desired |  | 17.6% | |

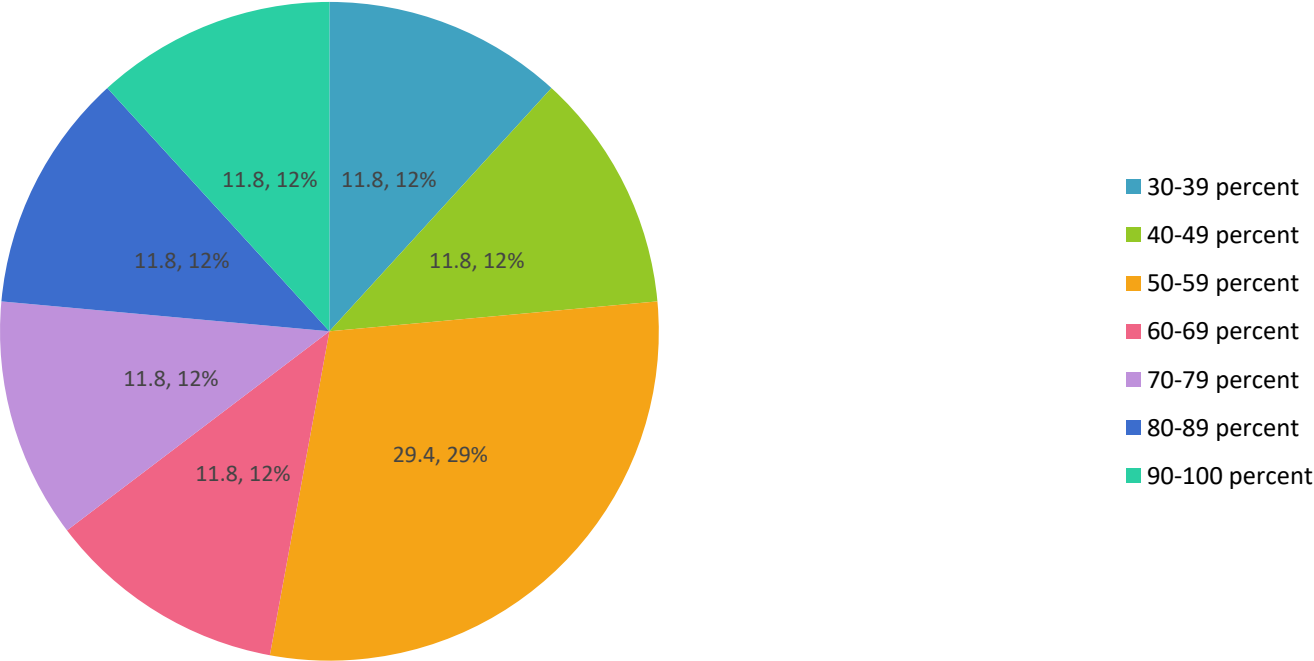
6.What percentage of your Asia Pacific workforce was offered the opportunity to participate in the most recent survey used to measure ethical culture and employee perceptions?










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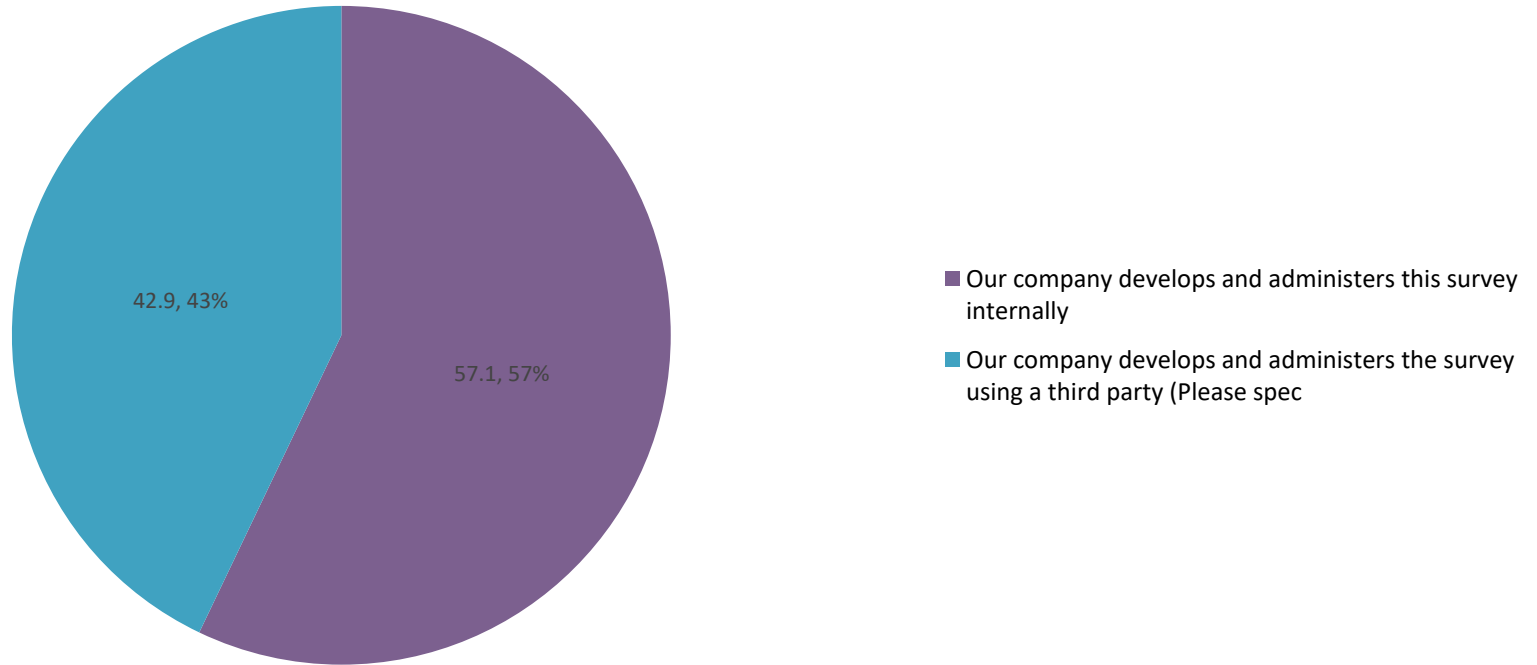
7.Of the employees who were provided the opportunity to respond to your survey(s), what percentage actually responded?



7.Of the employees who were provided the opportunity to respond to your survey(s), what percentage actually responded?

| Value | | Percent | Count |
|----------------|--|---------|-------|
| 30-39 percent |  | 11.8% | |
| 40-49 percent |  | 11.8% | |
| 50-59 percent |  | 29.4% | |
| 60-69 percent |  | 11.8% | |
| 70-79 percent |  | 11.8% | |
| 80-89 percent |  | 11.8% | |
| 90-100 percent |  | 11.8% | |

8. You indicated that your company uses a survey primarily developed to measure employee perceptions of ethical culture and/or the compliance program. Indicate whether your company conducts this survey internally or with the assistance of a third party.

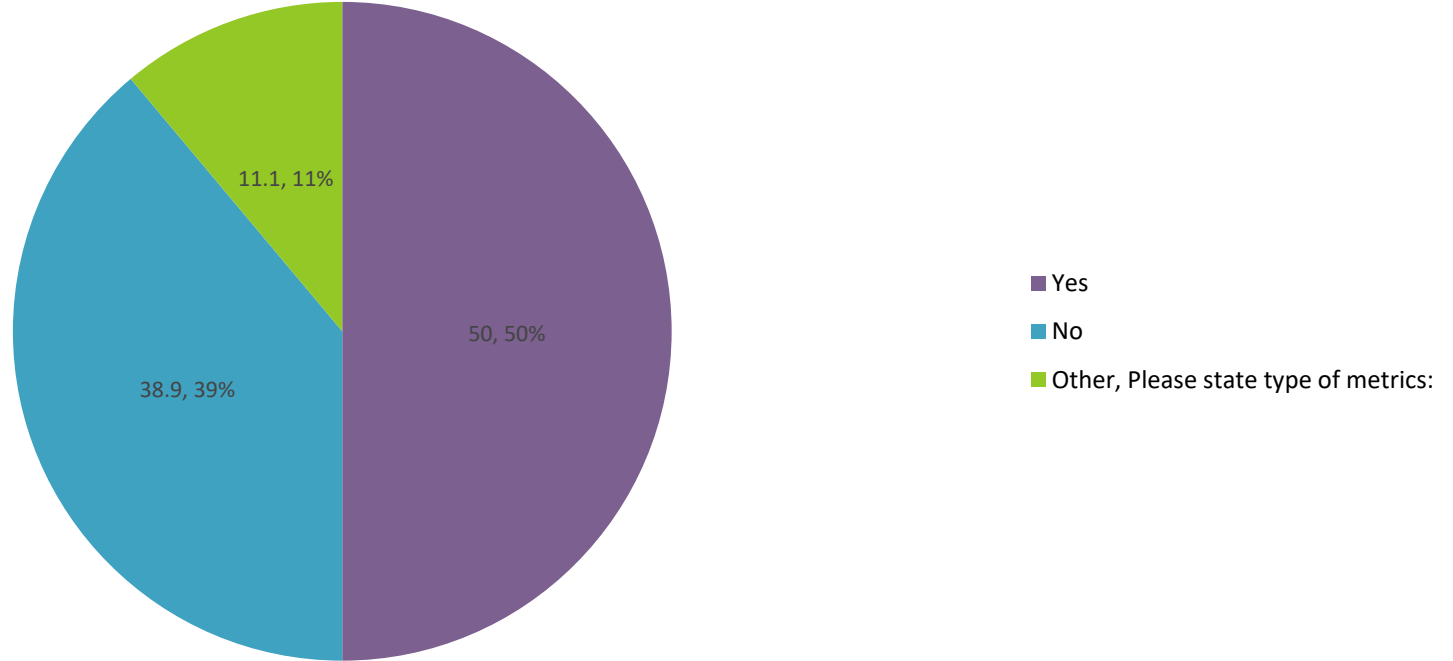


8.You indicated that your company uses a survey primarily developed to measure employee perceptions of ethical culture and/or the compliance program. Indicate whether your company conducts this survey internally or with the assistance of a third party.

| Value | | Percent | |
|--|------------------------|---------|--|
| Our company develops and administers this survey internally | <div><div></div></div> | 57.1% | |
| Our company develops and administers the survey using a third party (Please specify which third party) | <div><div></div></div> | 42.9% | |
| Totals | | | |

9. Please describe what types of analysis, if any, is being done following the completion of your company's assessment of employees' perception of culture of ethics and/or the compliance program. This includes how the culture survey or other results are communicated and used. Please limit your response to no more than 1,000 characters.

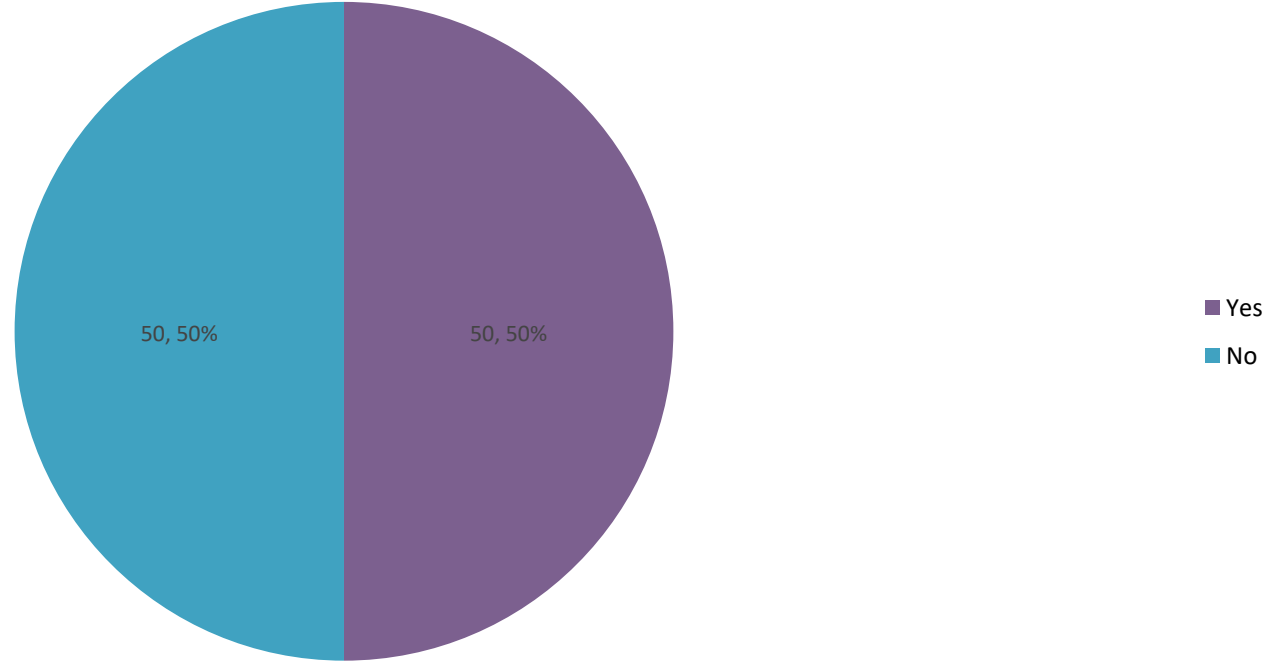
10.10) Does your company have metrics surrounding delivery of live or virtual (e.g. Zoom, Teams) compliance training (as opposed to conventional online training)?



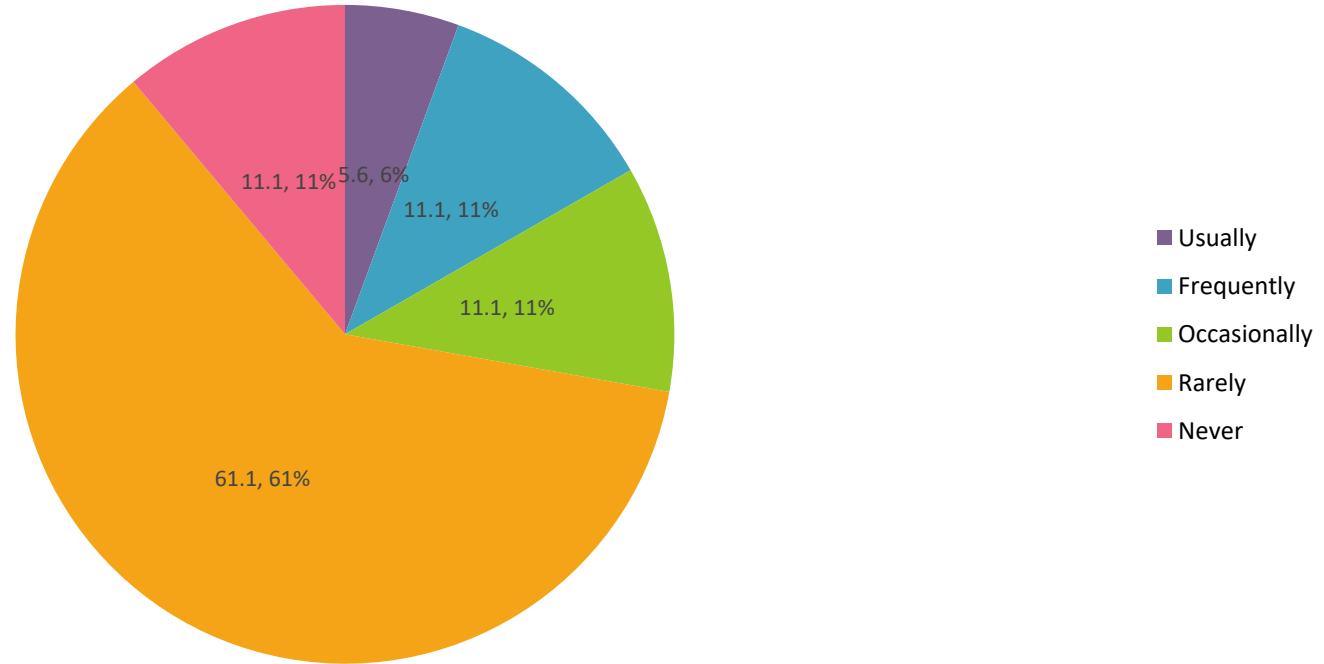
10.10) Does your company have metrics surrounding delivery of live or virtual (e.g. Zoom, Teams) compliance training (as opposed to conventional online training)?

| Value | | Percent | |
|--------------------------------------|------------------------|---------|--|
| Yes | <div><div></div></div> | 50.0% | |
| No | <div><div></div></div> | 38.9% | |
| Other, Please state type of metrics: | <div><div></div></div> | 11.1% | |






11.Does your organization measure the pressure on employees to violate laws and policies for business reasons?



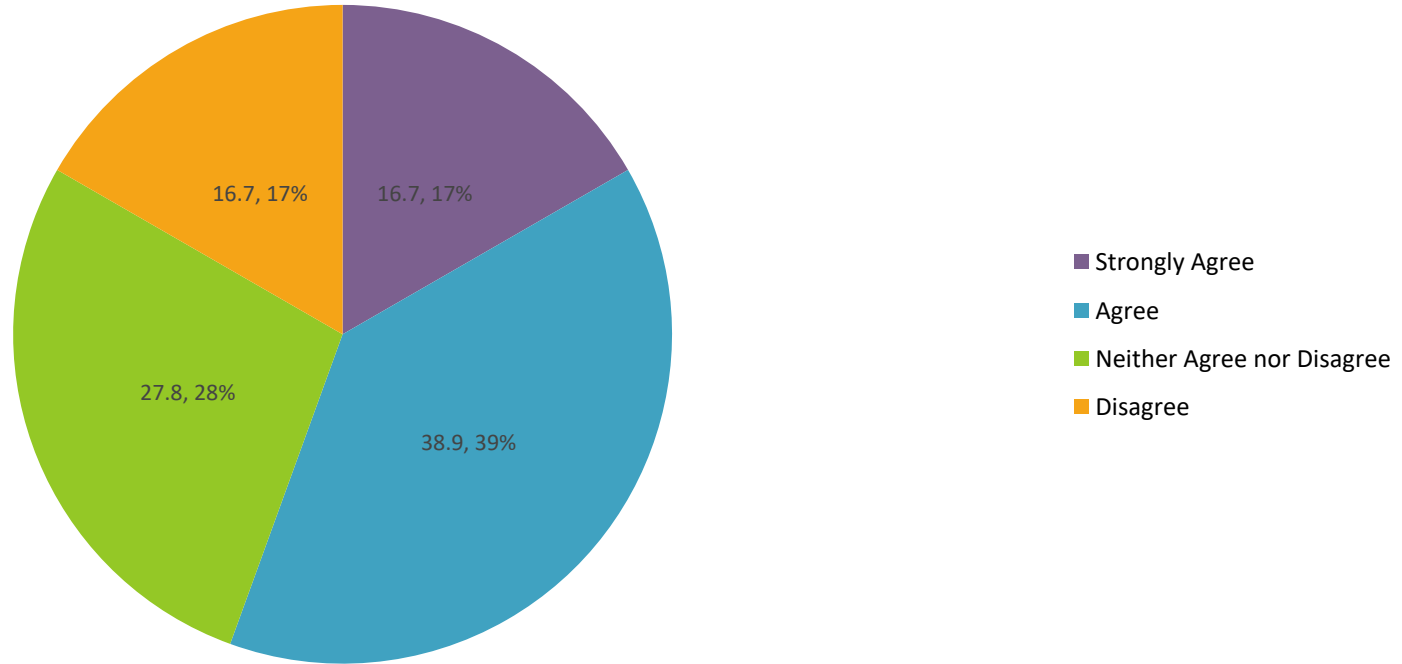
12. Based on my information, employees feel I need to “work-around” the Company’s cybersecurity and data protection policies in order to do their job efficiently while working remotely.



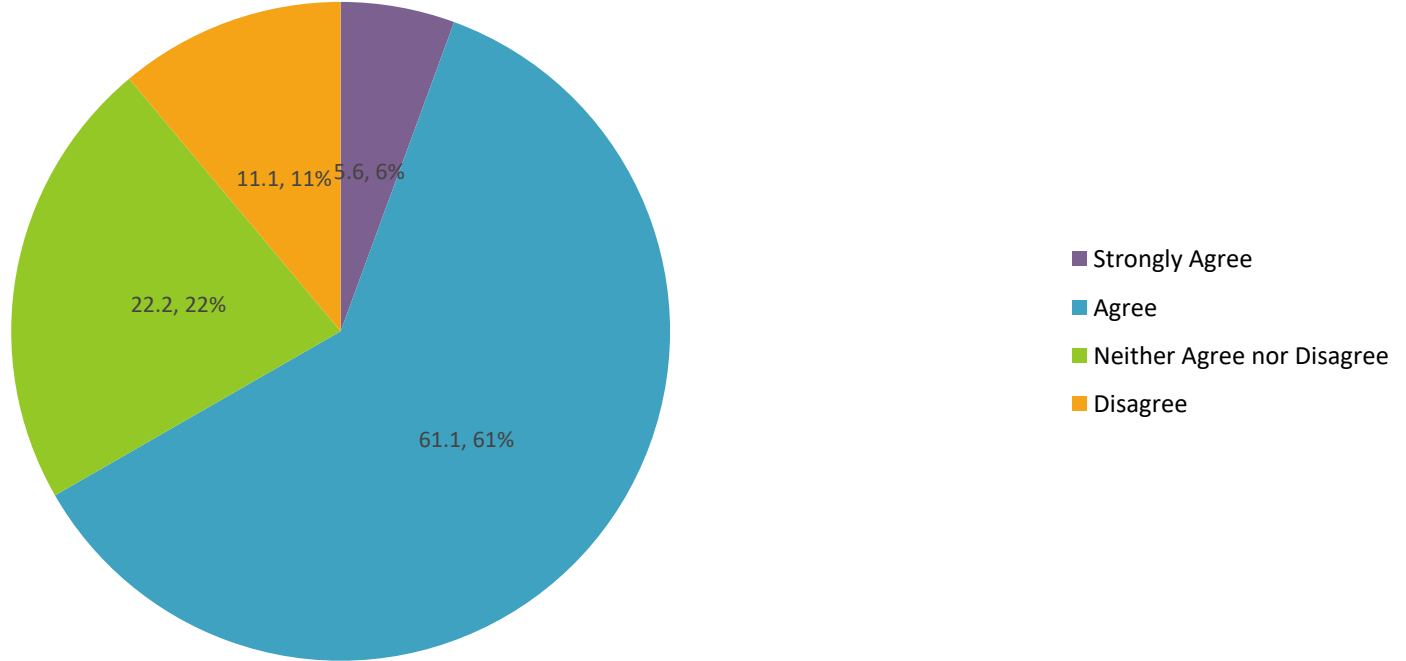
12. Based on my information, employees feel I need to “work-around” the Company’s cybersecurity and data protection policies in order to do their job efficiently while working remotely.

| Value | | Percent | |
|--------------|--|---------|--|
| Usually |  | 5.6% | |
| Frequently |  | 11.1% | |
| Occasionally |  | 11.1% | |
| Rarely |  | 61.1% | |
| Never |  | 11.1% | |
| Totals | | | |





13. In the remote setting, I am confident that employees know how to report concerns about cybersecurity lapses or the leak/loss of confidential information at our Company.



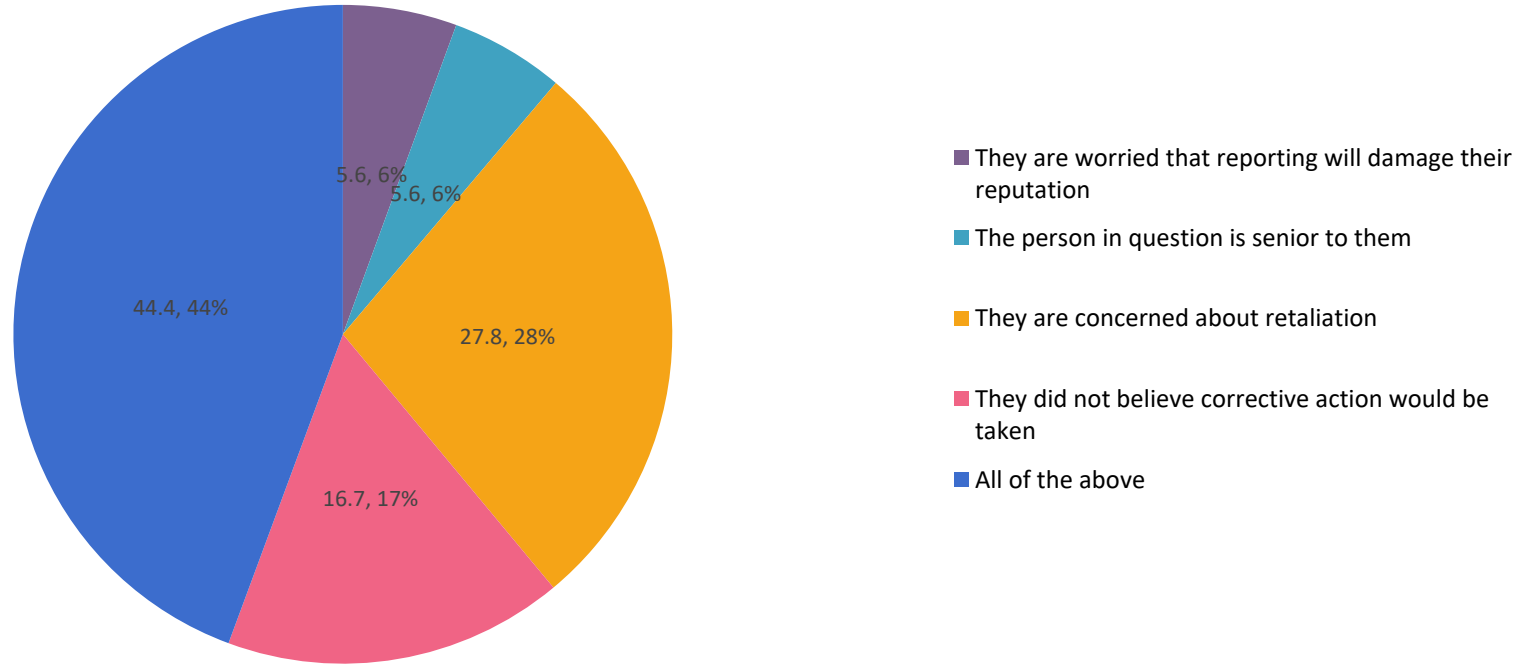
14. I feel that my Company has achieved the right balance between convenience and cybersecurity for all employees








14.I feel that my Company has achieved the right balance between convenience and cybersecurity for all employees

| Value | | Percent | |
|----------------------------|--|---------|--|
| Strongly Agree |  | 5.6% | |
| Agree |  | 61.1% | |
| Neither Agree nor Disagree |  | 22.2% | |
| Disagree |  | 11.1% | |

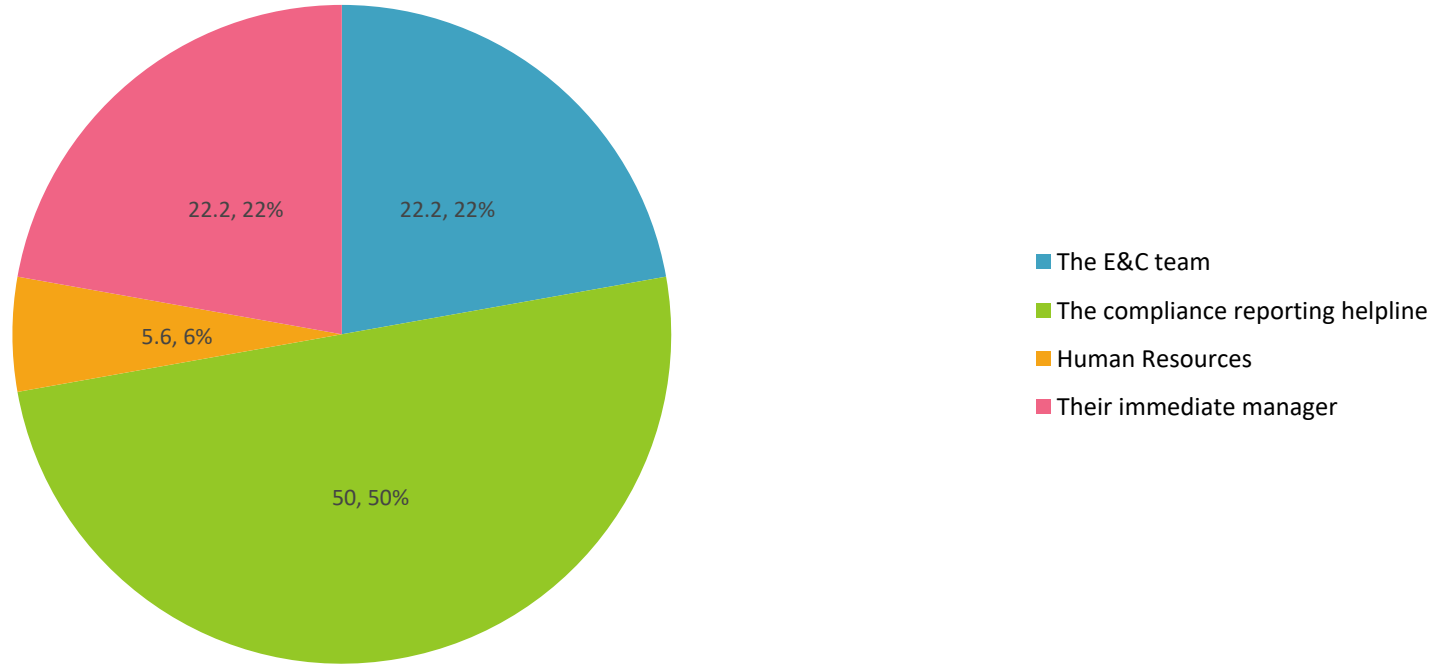
15. What are the main reasons that employees do not report observed misconduct?



15.What are the main reasons that employees do not report observed misconduct?

| Value | | Percent | |
|--|--|---------|--|
| They are worried that reporting will damage their reputation |  | 5.6% | |
| The person in question is senior to them |  | 5.6% | |
| They are concerned about retaliation |  | 27.8% | |
| They did not believe corrective action would be taken |  | 16.7% | |
| All of the above |  | 44.4% | |
| Totals | | | |

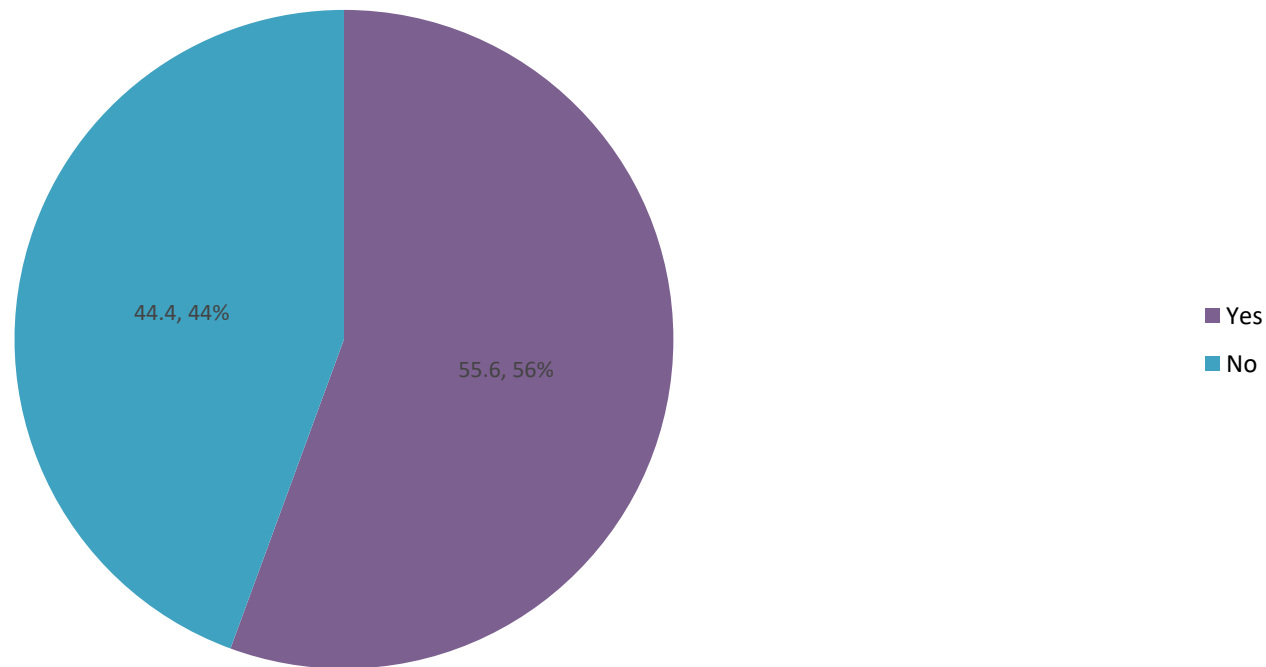
16. What are the main outlets employees turn to when they decide to report a concern?



16.What are the main outlets employees turn to when they decide to report a concern?

| Value | | Percent | |
|-----------------------------------|------------------------|---------|--|
| The E&C team | <div><div></div></div> | 22.2% | |
| The compliance reporting helpline | <div><div></div></div> | 50.0% | |
| Human Resources | <div><div></div></div> | 5.6% | |
| Their immediate manager | <div><div></div></div> | 22.2% | |
| Totals | | | |

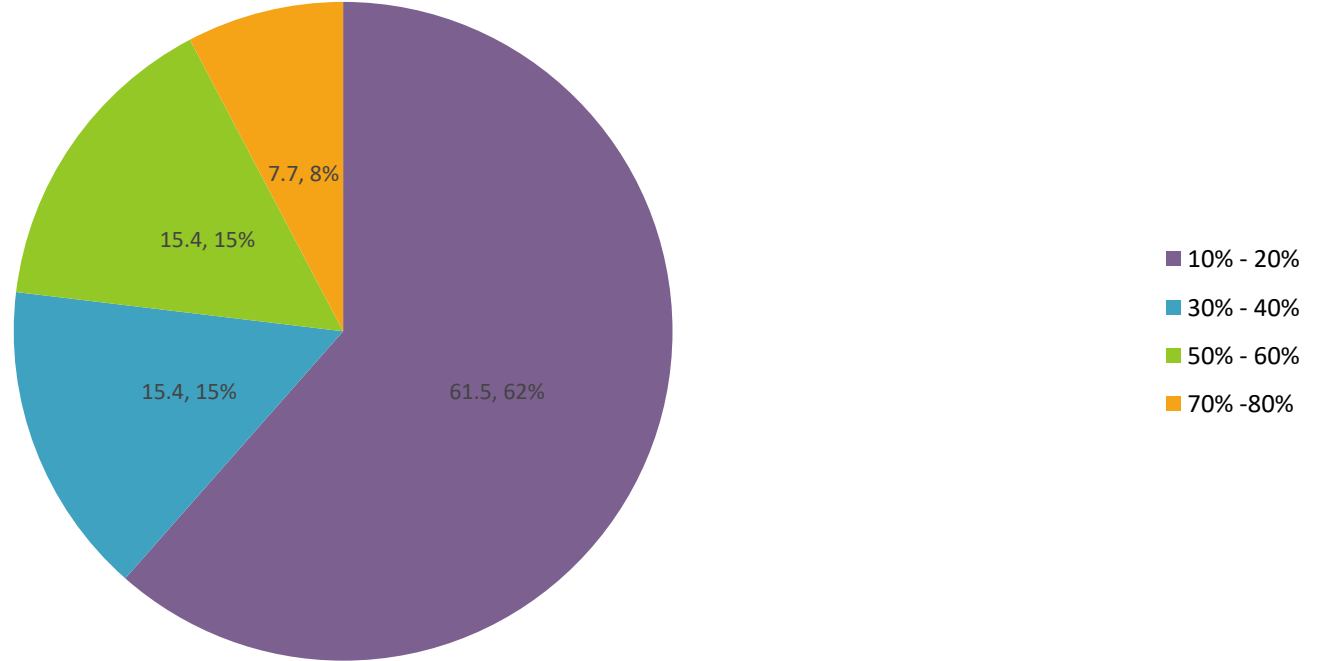
19. A year into the pandemic, have you seen an uptick in workplace bullying and harassment claims?



19.A year into the pandemic, have you seen an uptick in workplace bullying and harassment claims?

| Value | | Percent | |
|--------|------------------------|---------|--|
| Yes | <div><div></div></div> | 55.6% | |
| No | <div><div></div></div> | 44.4% | |
| Totals | | | |

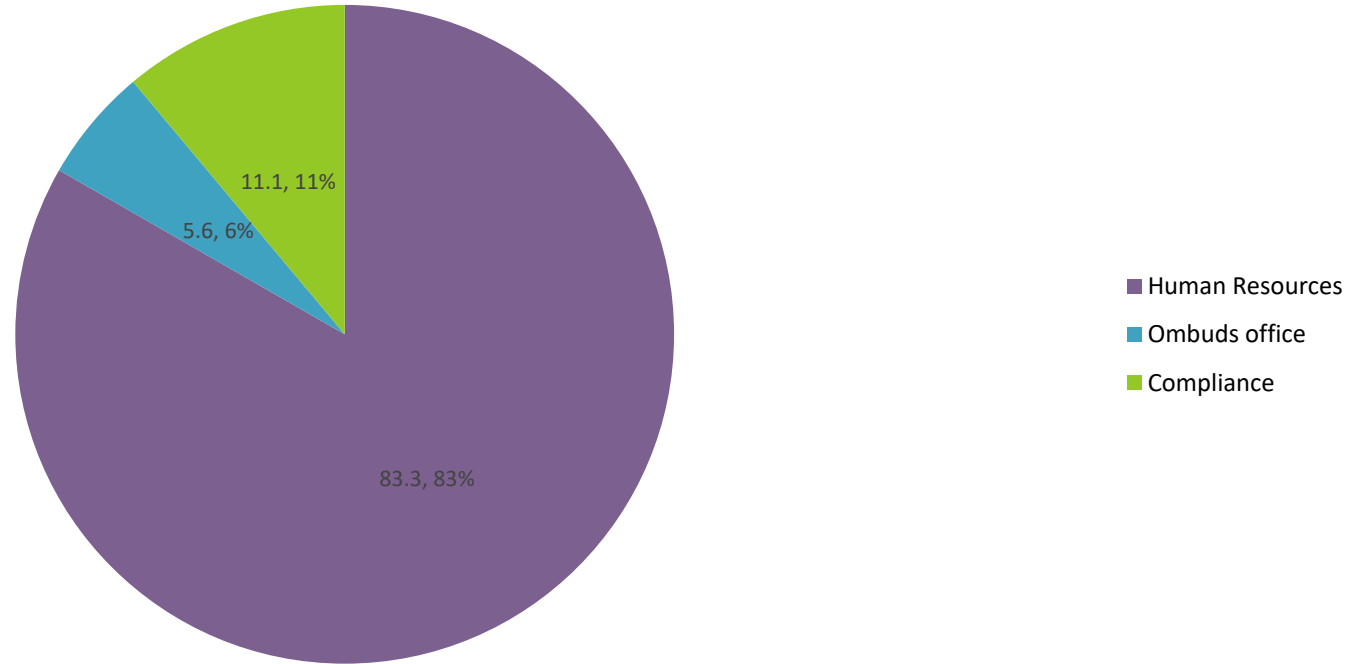
20.Has the bullying and harassment claims increased over the last 12 months? If yes, by how much?



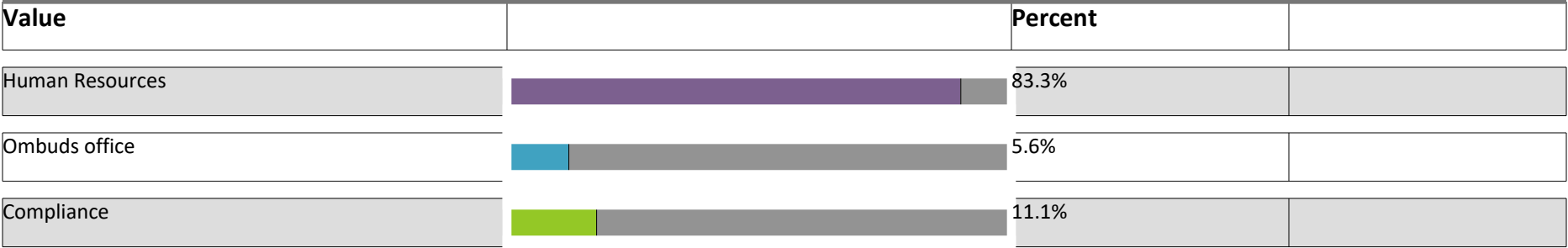
20.Has the bullying and harassment claims increased over the last 12 months? If yes, by how much?

| Value | | Percent | Count |
|-----------|------------------------|---------|-------|
| 10% - 20% | <div><div></div></div> | 61.5% | |
| 30% - 40% | <div><div></div></div> | 15.4% | |
| 50% - 60% | <div><div></div></div> | 15.4% | |
| 70% -80% | <div><div></div></div> | 7.7% | |

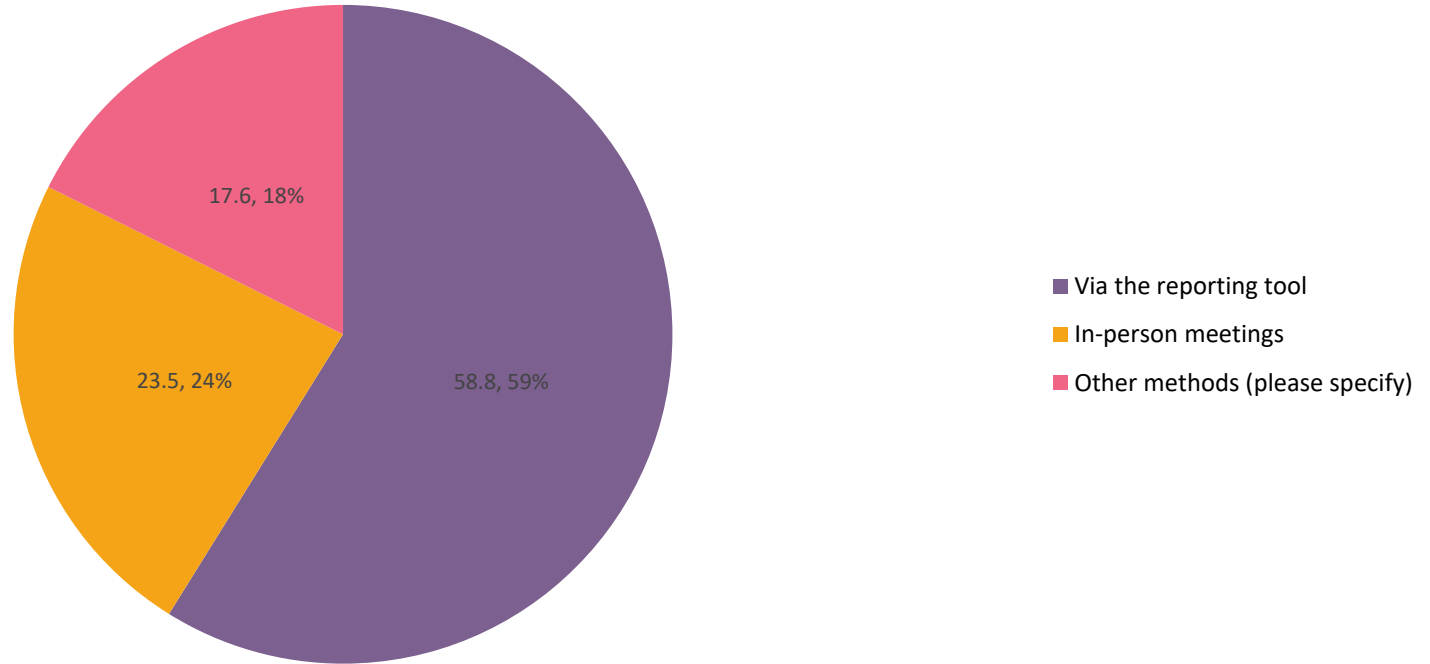
21. Who investigates bullying and harassment claims in each organization?



21.Who investigates bullying and harasssment claims in each organization?



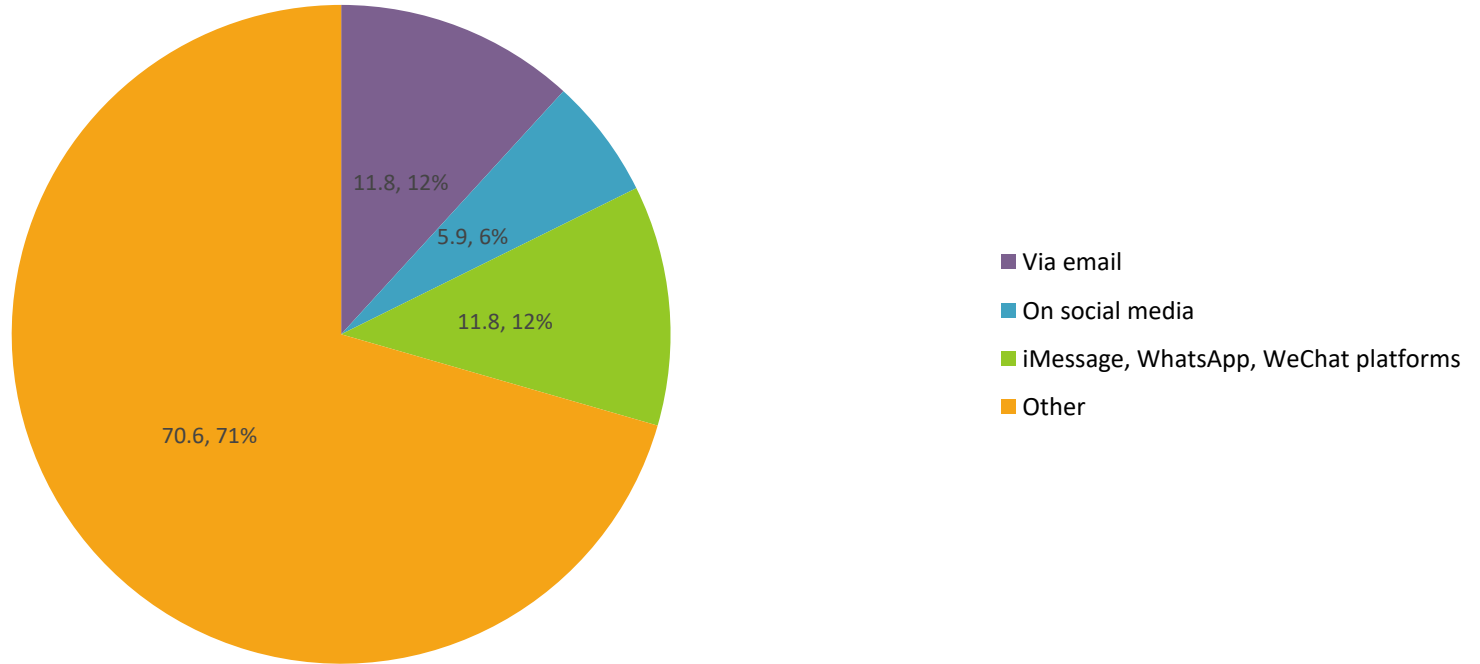
22. For substantiated claims, which of the following apply to the investigation team communicating with the reporting individual?



22.For substantiated claims, which of the following apply to the investigation team communicating with the reporting individual?

| Value | | Percent | |
|--------------------------------|------------------------|---------|--|
| Via the reporting tool | <div><div></div></div> | 58.8% | |
| In-person meetings | <div><div></div></div> | 23.5% | |
| Other methods (please specify) | <div><div></div></div> | 17.6% | |
| Totals | | | |

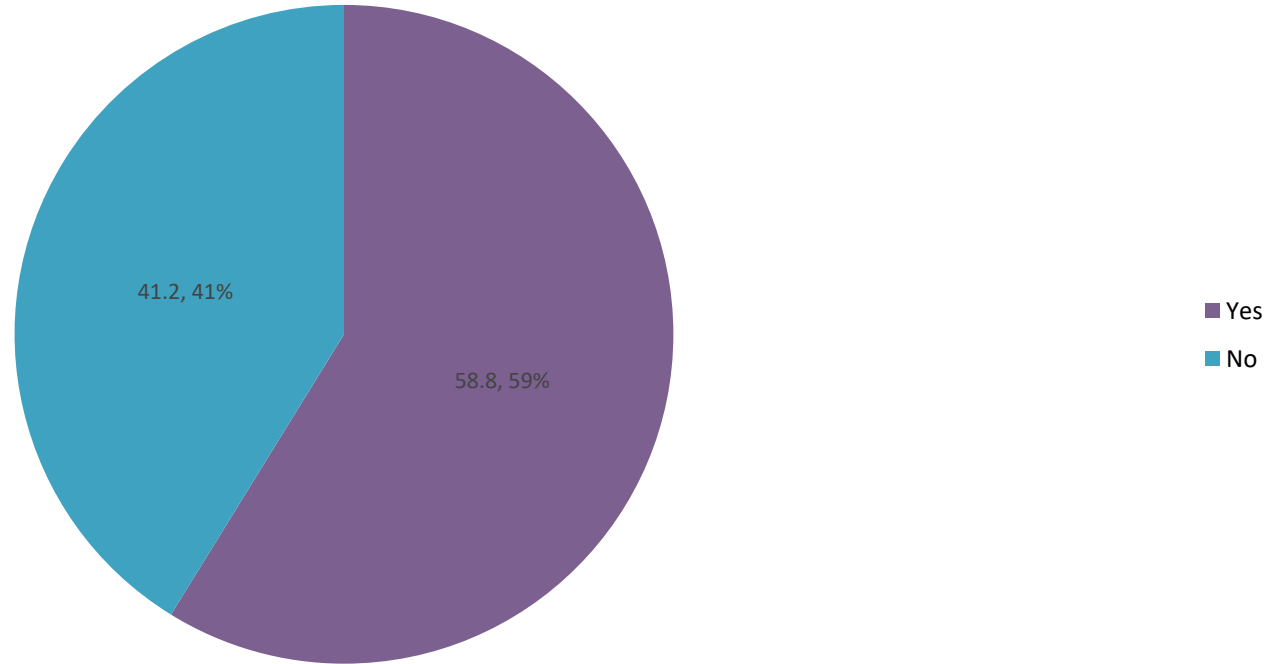
23.How did the workplace bullying or harassment occur?



23.How did the workplace bullying or harassment occur?

| Value | | Percent | |
|--------------------------------------|------------------------|---------|--|
| Via email | <div><div></div></div> | 11.8% | |
| On social media | <div><div></div></div> | 5.9% | |
| iMessage, WhatsApp, WeChat platforms | <div><div></div></div> | 11.8% | |
| Other | <div><div></div></div> | 70.6% | |
| Totals | | | |

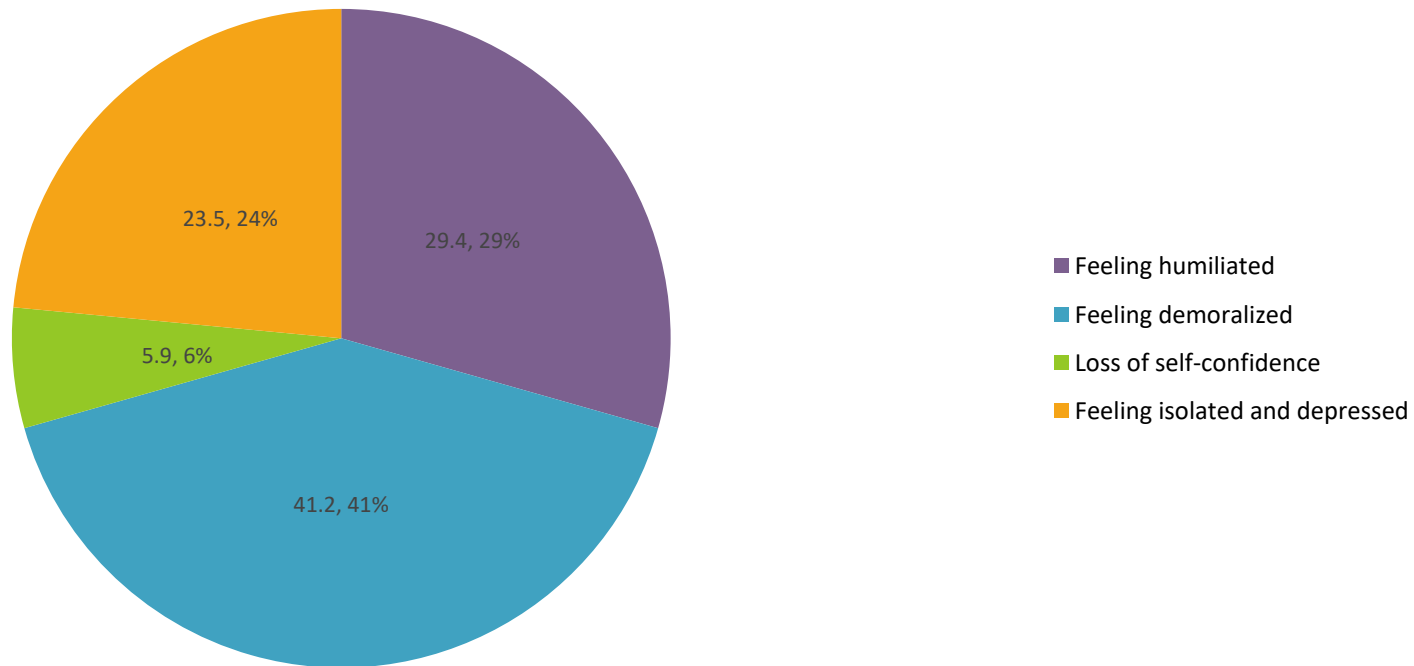
24. Given the virtual environment, are there more unsubstantiated claims coming in?



24. Given the virtual environment, are there more unsubstantiated claims coming in?

| Value | | Percent | Count |
|--------|------------------------|---------|-------|
| Yes | <div><div></div></div> | 58.8% | |
| No | <div><div></div></div> | 41.2% | |
| Totals | | | |

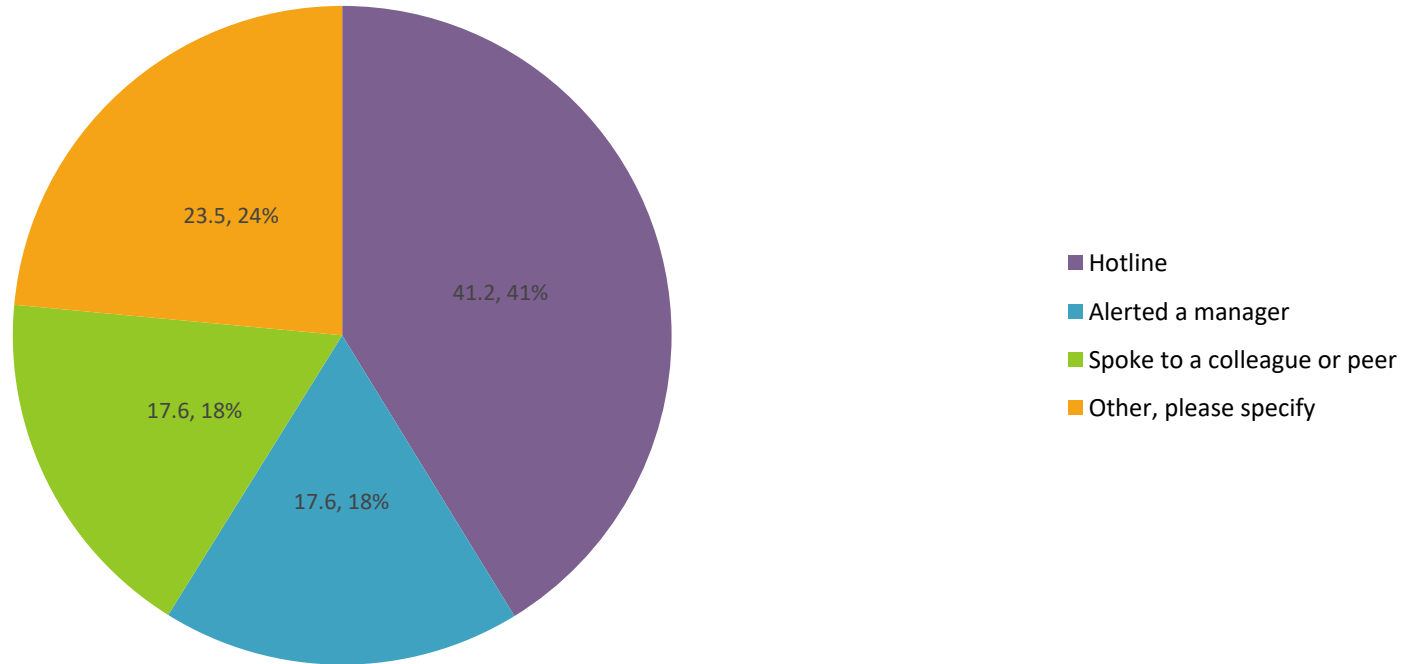
25. Based on the claims, what were the employee consequences of workplace bullying and harassment?



25. Based on the claims, what were the employee consequences of workplace bullying and harassment?

| Value | | Percent | |
|--------------------------------|------------------------|---------|--|
| Feeling humiliated | <div><div></div></div> | 29.4% | |
| Feeling demoralized | <div><div></div></div> | 41.2% | |
| Loss of self-confidence | <div><div></div></div> | 5.9% | |
| Feeling isolated and depressed | <div><div></div></div> | 23.5% | |
| Totals | | | |

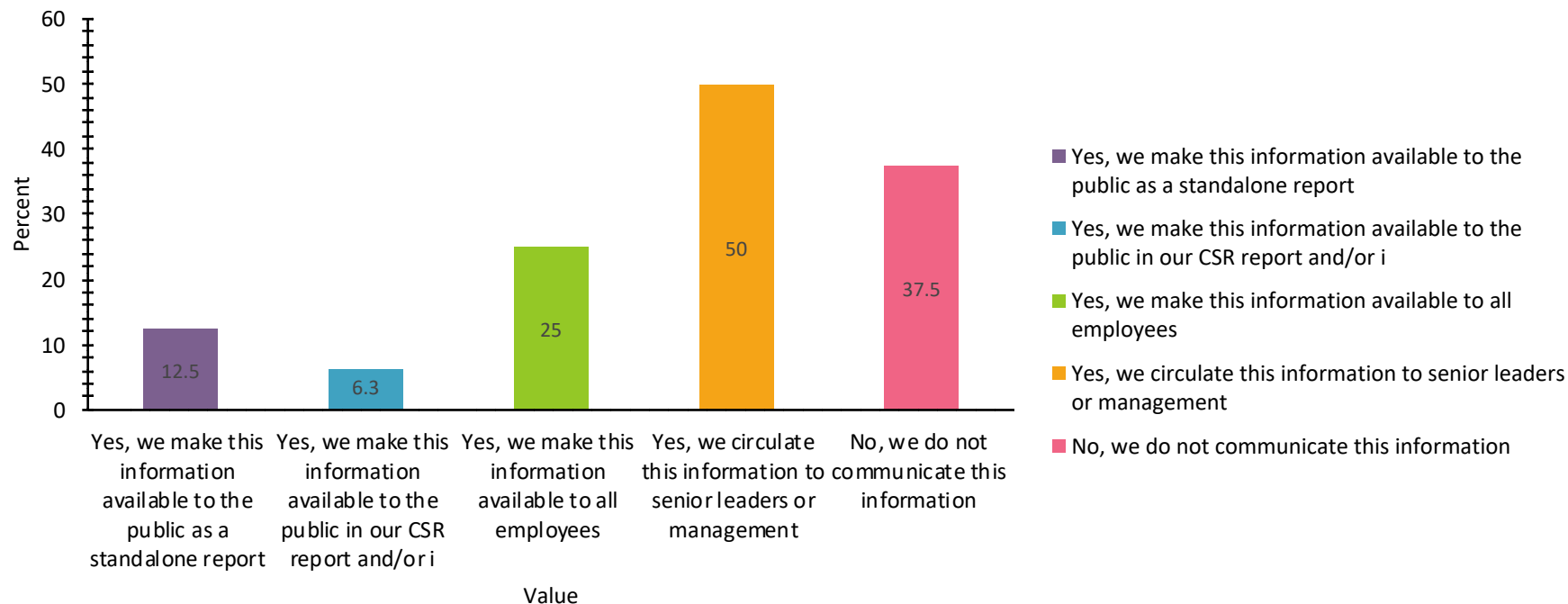
26. When targeted, how did employees respond?



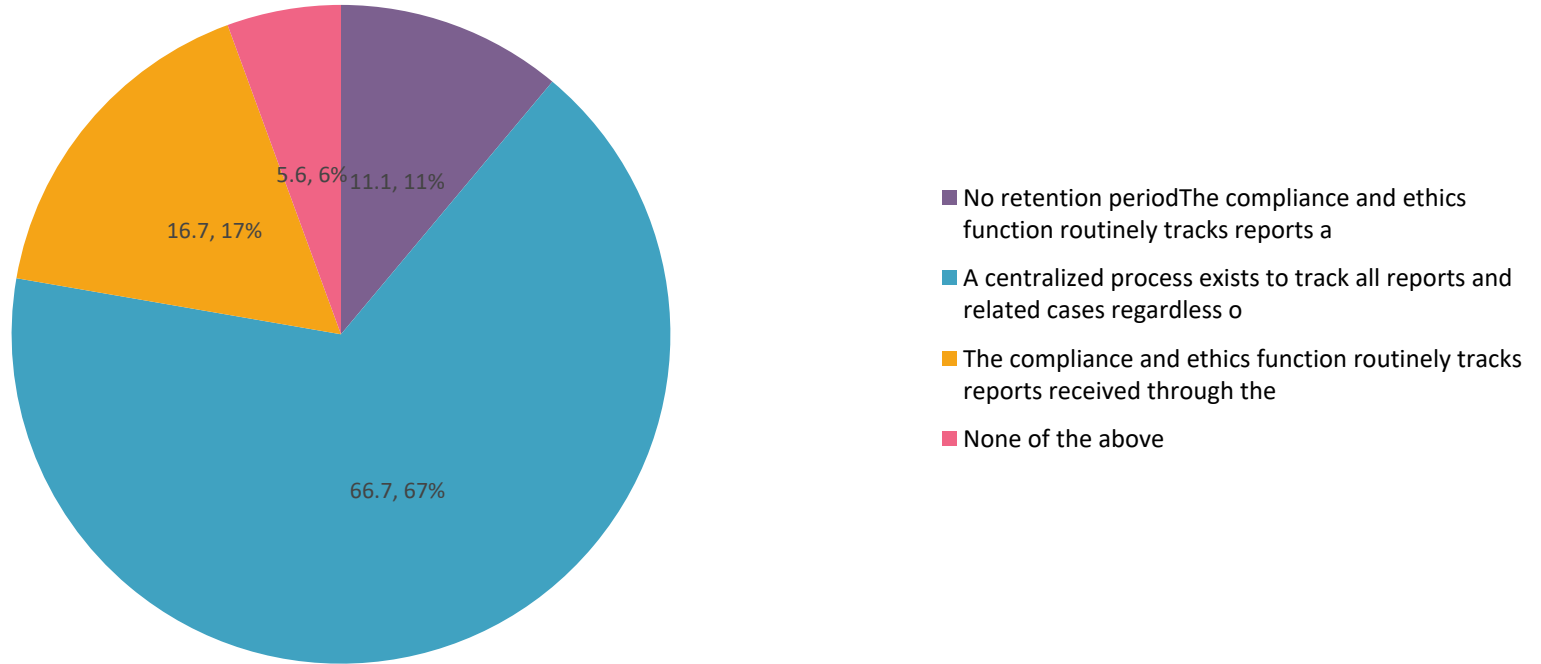
26.When targeted, how did employees respond?

| Value | | Percent | |
|------------------------------|------------------------|---------|--|
| Hotline | <div><div></div></div> | 41.2% | |
| Alerted a manager | <div><div></div></div> | 17.6% | |
| Spoke to a colleague or peer | <div><div></div></div> | 17.6% | |
| Other, please specify | <div><div></div></div> | 23.5% | |
| Totals | | | |





27. Separate from reports to the Board or other governing authority, does your organization communicate (publicly) how many bullying or harassment concerns were reported, the types of concerns reported, and the results of reports and investigations? Please select all that apply.



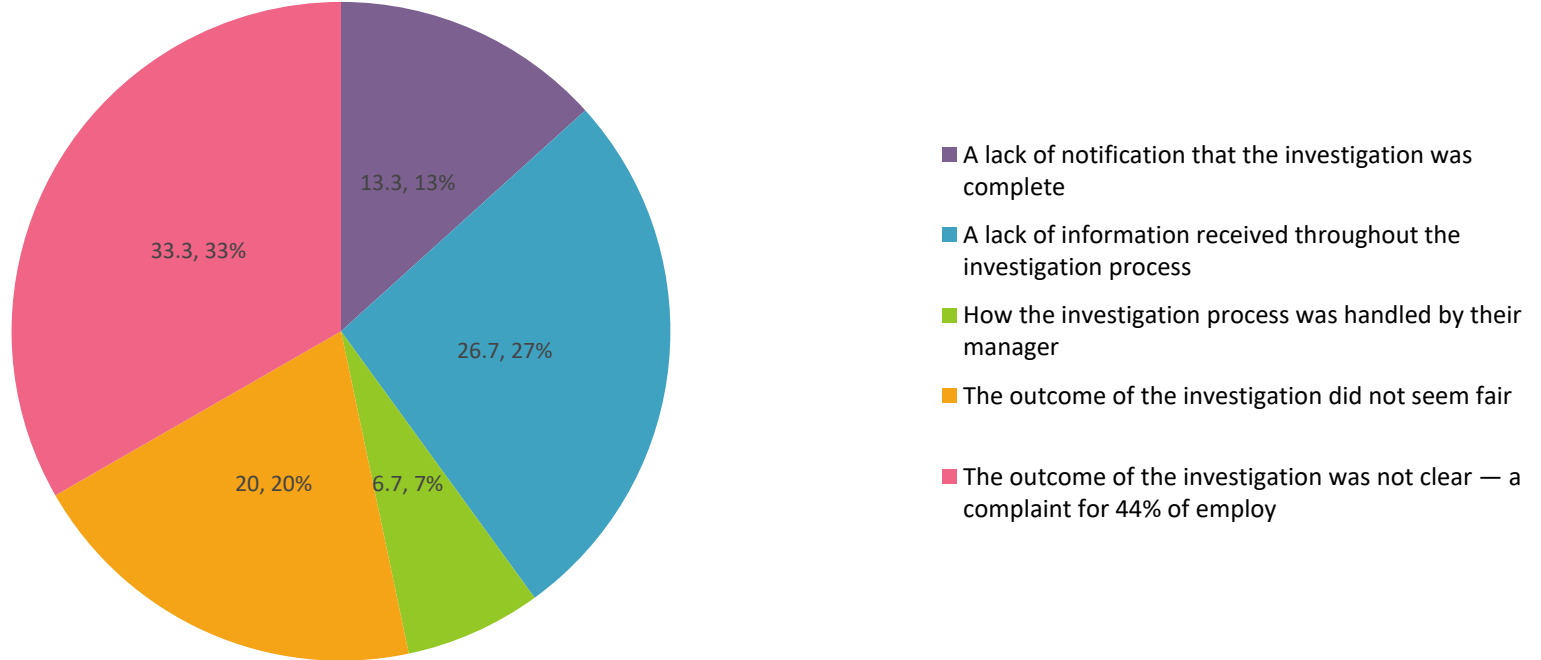
29. Indicate how your company tracks reported incidences of ethical misconduct








29.Indicate how your company tracks reported incidences of ethical misconduct

| Value | | Percent | |
|--|--|---------|--|
| No retention periodThe compliance and ethics function routinely tracks reports and related cases, regardless of how they were received |  | 11.1% | |
| A centralized process exists to track all reports and related cases regardless of how they were received |  | 66.7% | |
| The compliance and ethics function routinely tracks reports received through the hotline or similar channels, but does not track reports (such as those made |  | 16.7% | |
| None of the above |  | 5.6% | |
| Totals | | | |

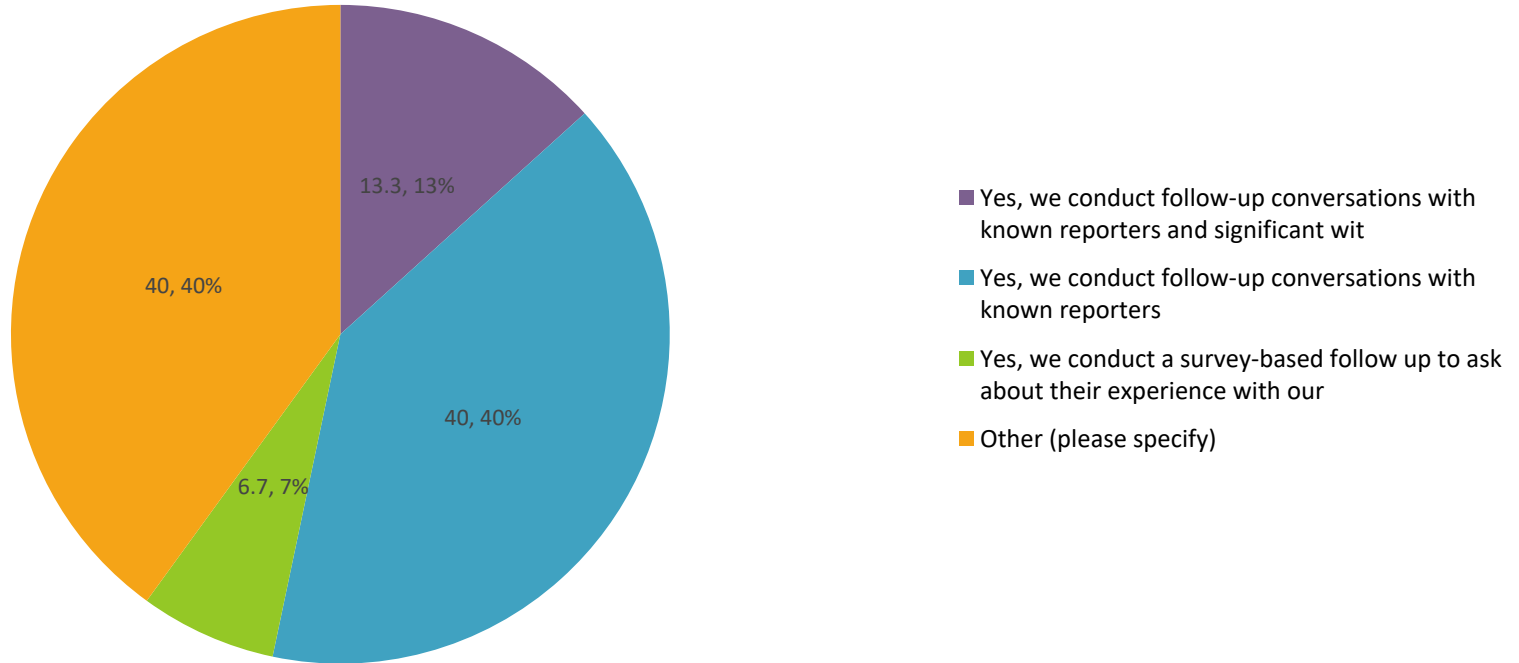
30. What are the main reasons why employees feel dissatisfied with investigations?







30.What are the main reasons why employees feel dissatisfied with investigations?

| Value | | Percent | |
|--|--|---------|--|
| A lack of notification that the investigation was complete |  | 13.3% | |
| A lack of information received throughout the investigation process |  | 26.7% | |
| How the investigation process was handled by their manager |  | 6.7% | |
| The outcome of the investigation did not seem fair |  | 20.0% | |
| The outcome of the investigation was not clear — a complaint for 44% of employees who reported misconduct! |  | 33.3% | |

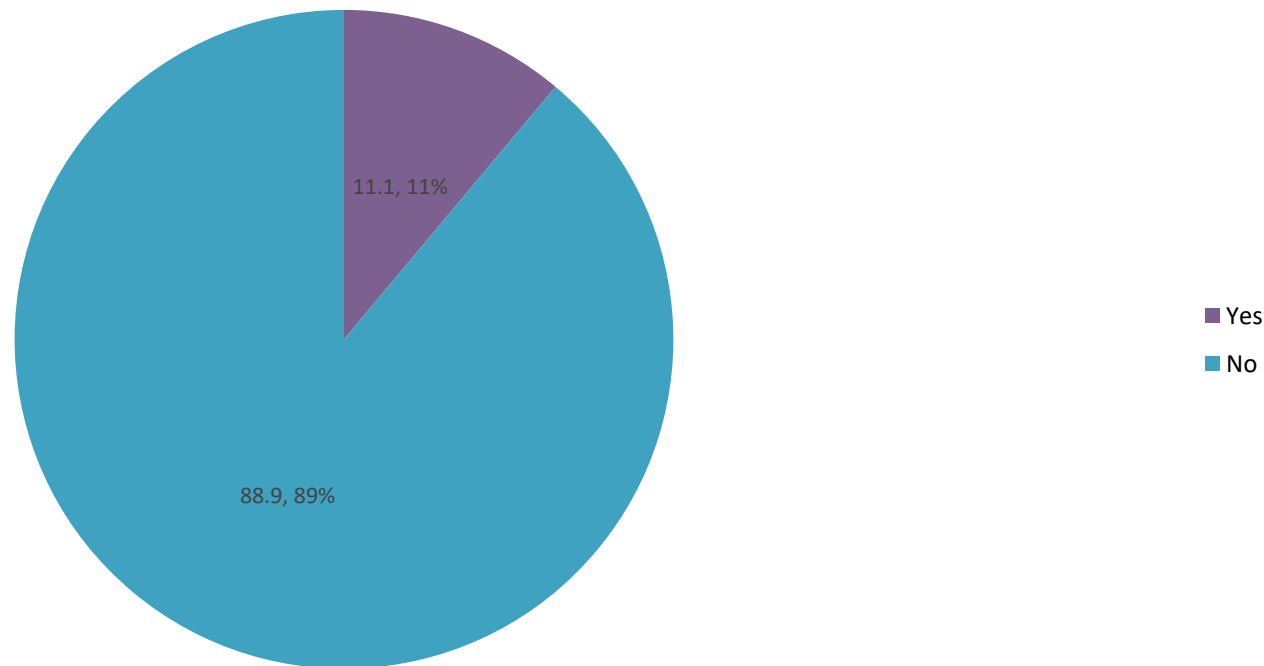
31.Does your organization have a process for gathering feedback from individuals who participated in an investigation after the investigation is closed?



31.Does your organization have a process for gathering feedback from individuals who participated in an investigation after the investigation is closed?

| Value | | Percent | |
|---|--|---------|--|
| Yes, we conduct follow-up conversations with known reporters and significant witnesses |  | 13.3% | |
| Yes, we conduct follow-up conversations with known reporters |  | 40.0% | |
| Yes, we conduct a survey-based follow up to ask about their experience with our investigators and investigation process |  | 6.7% | |
| Other (please specify) |  | 40.0% | |

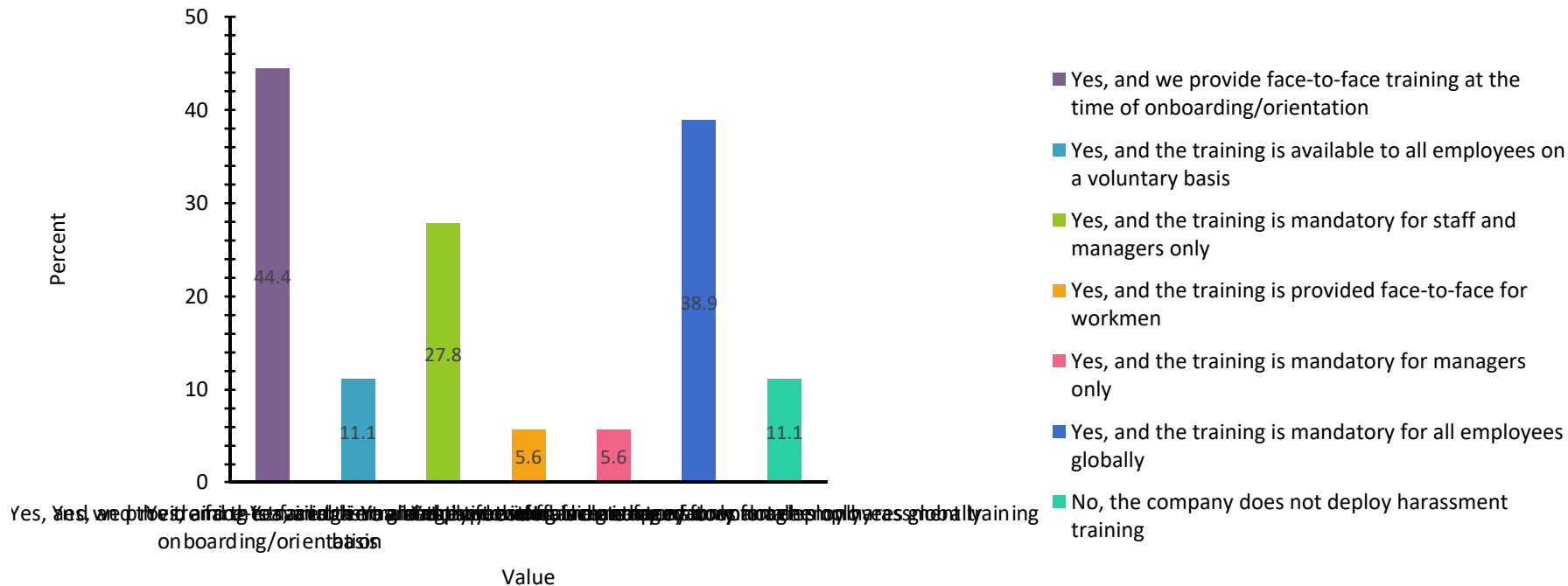
32.Does your compliance office conduct follow up interviews (after an exit interview)?










32.Does your compliance office conduct follow up interviews (after an exit interview)?

| Value | | Percent | |
|-------|------------------------|---------|--|
| Yes | <div><div></div></div> | 11.1% | |
| No | <div><div></div></div> | 88.9% | |

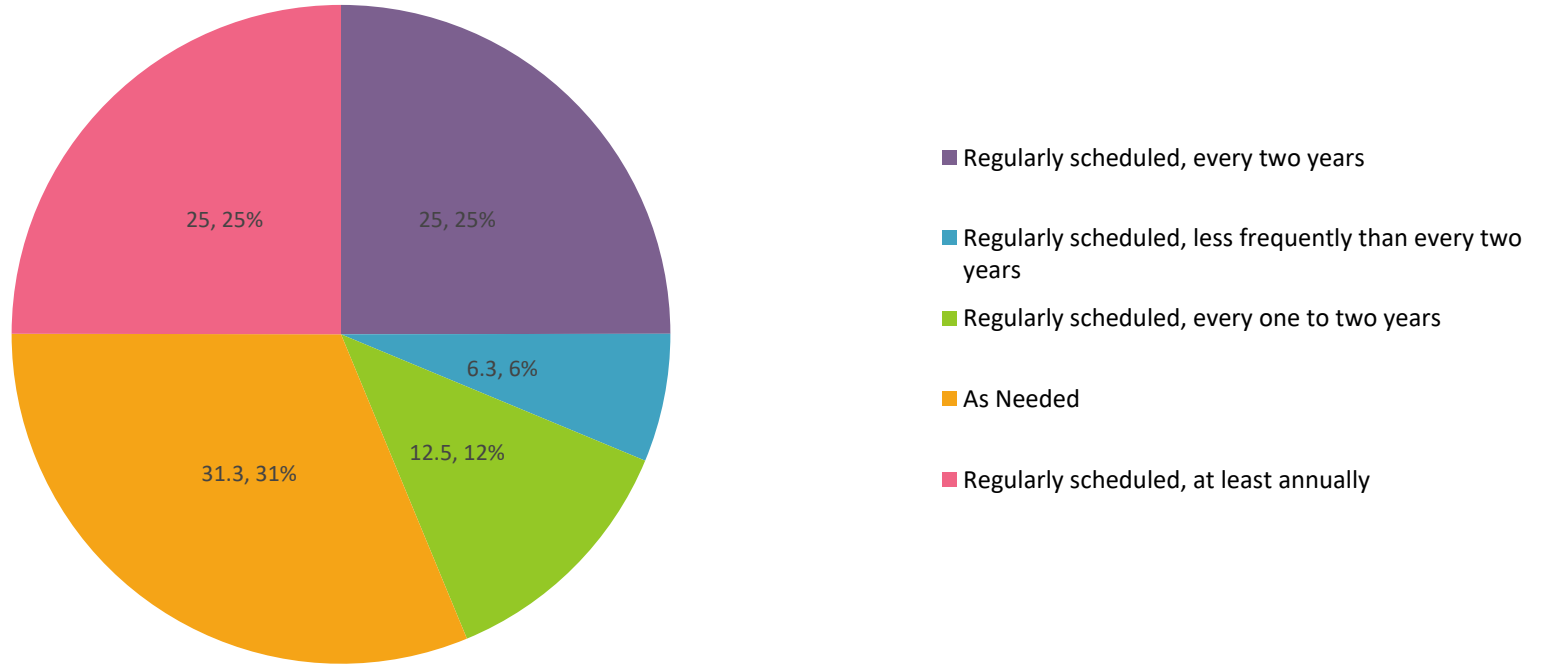
33.Does your company deploy workplace bullying and harassment prevention training? Please select all that apply.



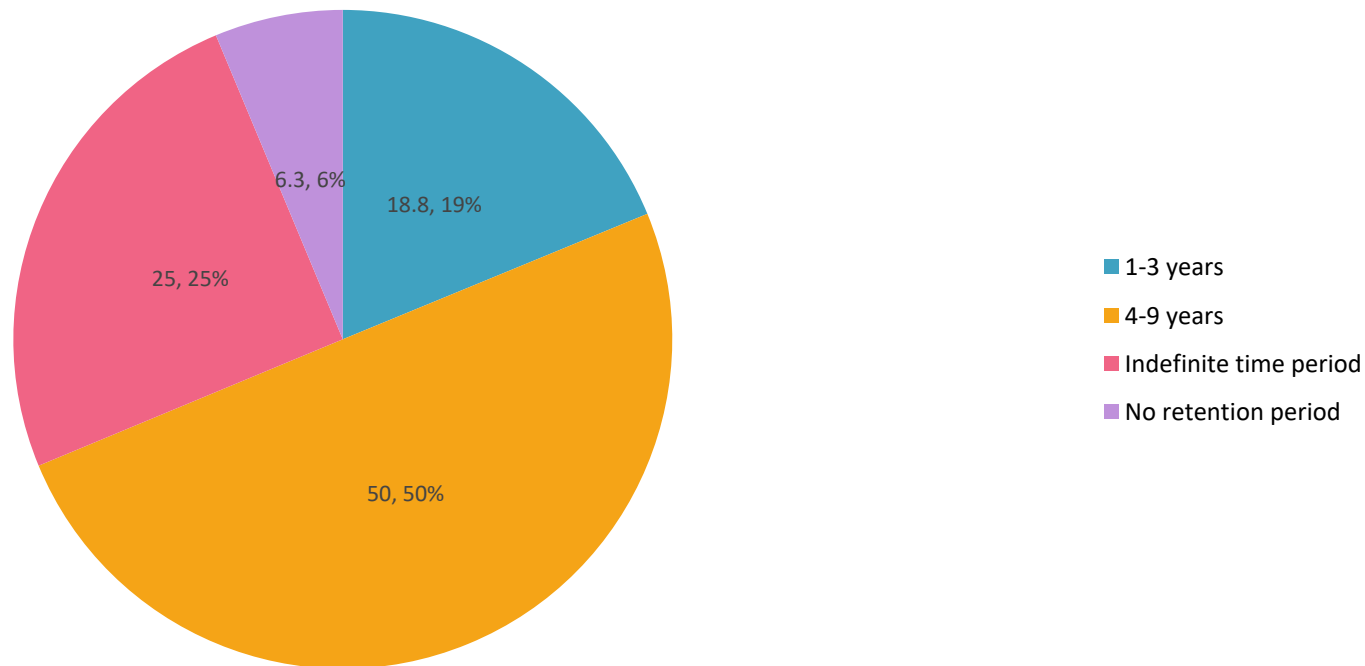
33.Does your company deploy workplace bullying and harassment prevention training? Please select all that apply.

| Value | | Percent | |
|--|--|---------|--|
| Yes, and we provide face-to-face training at the time of onboarding/orientation of new hires |  | 44.4% | |
| Yes, and the training is available to all employees on a voluntary basis |  | 11.1% | |
| Yes, and the training is mandatory for staff and managers only |  | 27.8% | |
| Yes, and the training is provided face-to-face for workmen |  | 5.6% | |
| Yes, and the training is mandatory for managers only |  | 5.6% | |
| Yes, and the training is mandatory for all employees globally |  | 38.9% | |
| No, the company does not deploy harassment training |  | 11.1% | |

34.If so, how often is it deployed?



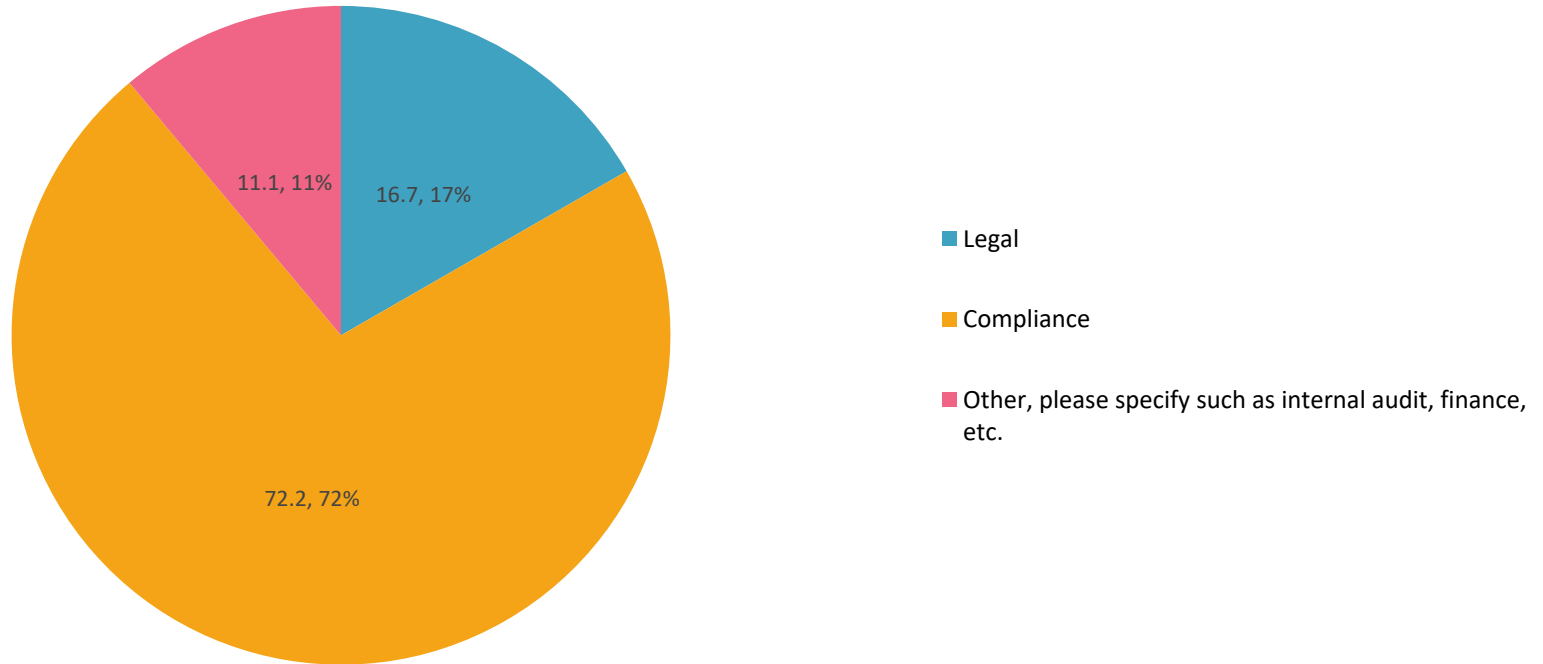
35. On average, what is the retention period for internal compliance investigative records?






35.On average, what is the retention period for internal compliance investigative records?

| Value | | Percent | |
|------------------------|------------------------|---------|--|
| 1-3 years | <div><div></div></div> | 18.8% | |
| 4-9 years | <div><div></div></div> | 50.0% | |
| Indefinite time period | <div><div></div></div> | 25.0% | |
| No retention period | <div><div></div></div> | 6.3% | |
| Totals | | | |

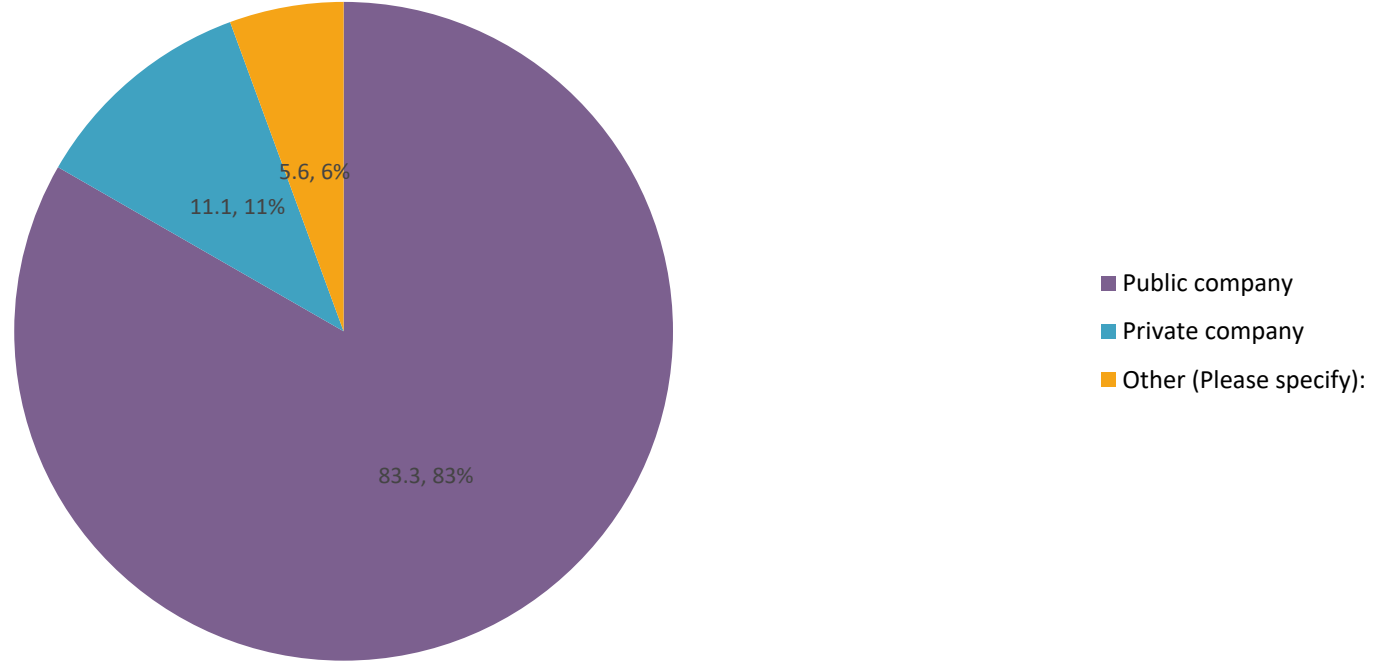
37.What is your role in the organization?



37.What is your role in the organization?

| Value | | Percent | |
|---|--|---------|--|
| Legal |  | 16.7% | |
| Compliance |  | 72.2% | |
| Other, please specify such as internal audit, finance, etc. |  | 11.1% | |

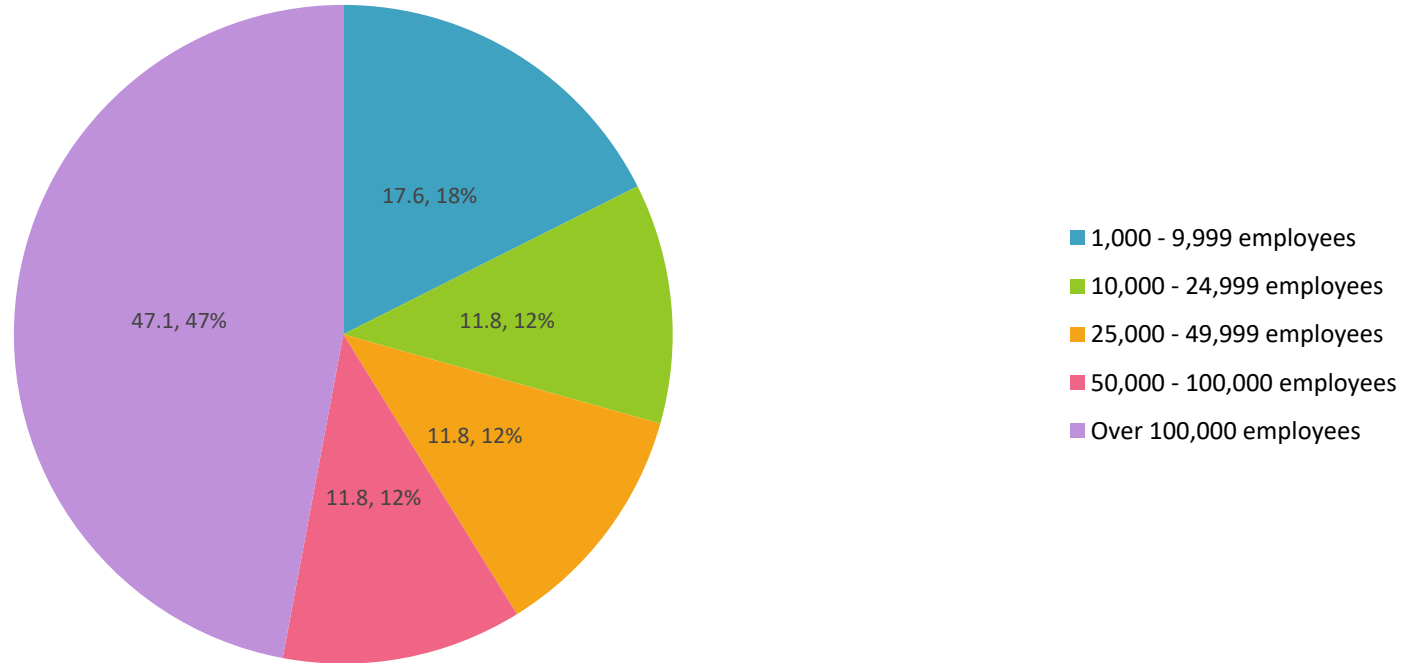
38. Please select the type of organization you represent:



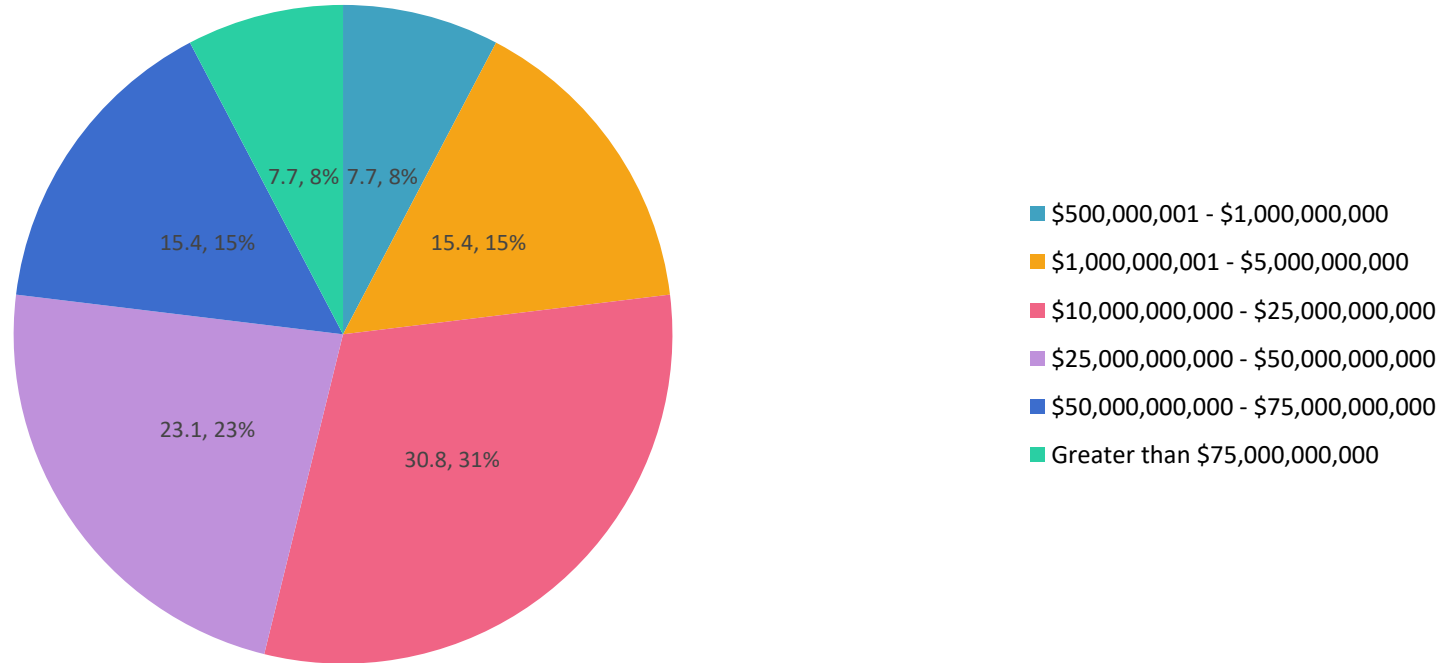
38.Please select the type of organization you represent:

| Value | | Percent | |
|-------------------------|------------------------|---------|--|
| Public company | <div><div></div></div> | 83.3% | |
| Private company | <div><div></div></div> | 11.1% | |
| Other (Please specify): | <div><div></div></div> | 5.6% | |
| Totals | | | |

40. Select the total size of your company's workforce:



41. Please select your organization's total annual revenue in U.S. dollars.





Thank You!

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