

THE WORLD'S MOST ETHICAL COMPANIES

INTRODUCING THE 135 HONOREES FOR 2021

FEATURING: CEO CONTRIBUTIONS FROM AARP, CAPGEMINI, AND HPE

ETHISPHERE®

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Our Mission Statement

The Ethisphere® Institute is the global leader in defining and advancing the standards of ethical business practices that fuel corporate character, marketplace trust and business success. We have a deep expertise in measuring and defining core ethics standards using data-driven insights that help companies enhance corporate character. Ethisphere believes integrity and transparency impact the public trust and the bottom line of any organization. Ethisphere honors superior achievements in these areas with its annual recognition of The World's Most Ethical Companies®, and facilitates the Business Ethics Leadership Alliance (BELA), an international community of industry professionals committed to influencing business leaders and advancing business ethics as an essential element of company performance. Ethisphere publishes *Ethisphere Magazine* and hosts ethics summits worldwide.

The opinions expressed in this magazine are those of the authors, not the printer, sponsoring organizations or the Ethisphere Institute.



This magazine is printed
on recycled paper.

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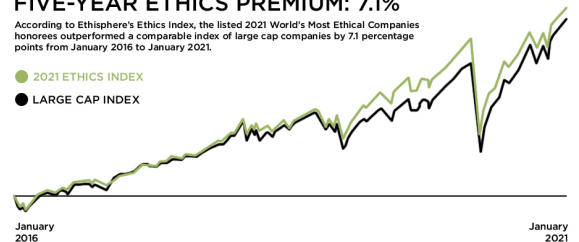
GOOD SMART BUSINESS PROFIT

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FIVE-YEAR ETHICS PREMIUM: 7.1%

According to Ethisphere's Ethics Index, the listed 2021 World's Most Ethical Companies honorees outperformed a comparable index of large cap companies by 71 percentage points from January 2016 to January 2021.

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Inclusive community. Exclusive resources.

When you join the Business Ethics Leadership Alliance (BELA), you're making a choice to elevate how your team and organization manage ethics, compliance, governance, and culture.

BELA members are the current and future leaders of our field. We share insights and solve problems at Ethisphere roundtables, events, and working groups. We contribute best practices, unique perspectives, and field-tested program elements for our community to help each other do better.

Sound like somewhere you want to be?

Join BELA at bela.ethisphere.com and be welcomed by over 300 of your peers.

FROM OUR CEO

» LEADING COMPANIES SUPPORT STAKEHOLDERS AND COMMUNITIES «



Dear Readers,

In the challenging year of 2020, we witnessed companies stepping up to meet the moment, earning more trust than our society's other institutions, with business viewed as most competent and ethical. According to The Harris Poll, ethical standards became the highest-valued CEO quality—ahead of company vision, products, and services.

At Ethisphere, we're proud to advance the work of companies committed to business integrity and to honor the World's Most Ethical Companies® in 2021. We congratulate the 135 honorees representing 22 countries and 47 industries that have earned this coveted designation. It's an impressive group.

The good news for companies committed to business ethics is that a values-based approach contributes to sustainable and profitable long-term business performance. According to Ethisphere's Ethics Index, the listed 2021 World's Most Ethical Companies honorees outperformed a comparable index of large cap companies by 7.1 percentage points from January 2016 to January 2021. We call this the Ethics Premium.

Ethisphere's data aligns with broader environmental, social, and governance (ESG) trends. This year, in his annual Letter to CEOs, Larry Fink, Chairman and CEO of the world's largest asset manager BlackRock, highlights that in 2020, companies strong across all ESG metrics outperformed their peers. He links sustainability to the ESG challenges of racial justice and the importance of broad stakeholder engagement.

The practices of the World's Most Ethical Companies exemplify these themes and others. A few highlights:

- **Multi-stakeholder approach:** Nearly all honorees have publicly recognized that the corporate purpose of a company goes beyond the traditional role of making money for investors. They understand that companies have numerous stakeholders, including employees and communities. Companies are stating this in their publicly disclosed values, as well as incorporating it into their business through risk assessments, business plans, and other means.
- **Transparency around gender & diversity:** Companies are increasingly publishing annual workforce diversity reports, and supporting initiatives to improve employment opportunities and the pipeline for underrepresented groups. This includes mentoring or training of women, people of color, and those with disabilities.
- **Supporting employees and communities during COVID:** The World's Most Ethical Companies stepped up during the pandemic. They supported local businesses through donations and purchasing, and participated in relief efforts. Leaders expanded access to mental health resources—counseling, support groups and more—and wellness programs. They also worked to help people stay employed. Examples include an initiative that brings together companies undergoing layoffs with companies in urgent need of workers; and a workforce development movement that includes opportunities for training, internships, and jobs.
- **Raising a voice on social issues:** Companies continue to participate in the process to establish legal standards that are consistent with moral standards. Numerous companies joined in efforts to recognize and protect the rights of LGBTQ+ individuals.

There are so many more examples of the ways that the World's Most Ethical Companies stepped up to improve the lives of their stakeholders and worked to forge a more sustainable future.

We look forward to the year ahead with continued hope and commitment to working with companies to raise the bar to advance ethical practices. We invite you all to join our journey.

Tim Erblich
CEO
Ethisphere



Zoom Meeting ID: _____

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|-------------------|-------------------|------------------------|------------------|--------------------|
| Accounting | HR Department | Investor Relations | Supply Chain | Ethics Premium |
| WMEC at 15 | WMEC at 15 | Sales Office | Advertising | Community |
| Manufacturing | Research | Warehouse | Boa | |

Zoom Meeting Controls: Invite, Manage Participants (21), Polling, Share Screen, Chat, Record, Breakout Rooms, More, End Meeting



THE 2021 WORLD'S MOST ETHICAL COMPANIES

AND THE HONOREES ARE...

The World's Most Ethical Companies® outperform their peers when it comes to promoting ethical business standards and practices both internally and externally. These standards create a culture that enables their executives, managers and employees to make good choices for the companies and their communities in which they operate. The World's Most Ethical Companies are shaping future industry standards by introducing tomorrow's best practices today.

As in years past, applicants were asked to provide information across each category with supporting documentation which Ethisphere evaluated qualitatively.

The following pages list the 2021 World's Most Ethical Companies, outline Ethisphere's methodology and selection process, and highlight stories from some of this year's honorees.



This year, 135 organizations are recognized as World’s Most Ethical Companies, spanning 47 unique industries across 22 countries. These organizations earned the distinction after a comprehensive application and review process.

The 2021 application year brought significant revisions to each assessment category. Changes focused on several key topics, including: (i) questions inquiring about programmatic changes made in response to COVID-19, (ii) the addition of questions designed to understand the extent of an organization’s commitments to diversity and inclusion, especially around individuals with disabilities and minority groups, and (iii) new questions around existing themes in governance, compliance program structure, policies, people managers, incident reporting, audits, exit interviews, third parties, reputation, and leadership. Furthermore, the 2021 application year included the development of a new assessment category—Impact Assessment and Reporting—that replaces the Corporate Citizenship and Responsibility category. This category reviews a wide range of performance indicators associated with environmental sustainability and corporate social responsibility.

The following is a breakdown of the assessment categories considered, and their weighted impact on an application’s score, as part of Ethisphere’s methodology to determine the World’s Most Ethical Companies

Ethics & Compliance Program (35%)

This category examines an organization’s program put in place to ensure compliance with applicable regulations, as well as conduct that complies with the highest ethical standards. The criteria used for this category are fully aligned to incorporate best practices, relevant case law and the “hallmarks” of an effective compliance and ethics program, as outlined by the Federal Sentencing Guidelines, including:

1. **Program structure, responsibility and resources;**
2. **Program oversight and tone at the top;**
3. **Written standards;**
4. **Training and communication;**
5. **Due care;**
6. **Detection, monitoring and auditing; and**
7. **Enforcement and discipline.**

Leadership, Innovation & Reputation (10%)

This category measures an organization’s legal compliance, litigation, environmental, and ethical track record, along with the strength of its reputation in the marketplace. While Ethisphere considers awards and accolades earned, the category also examines concrete examples of corporate leadership in local, national, industry and/or global initiatives that promote business ethics, responsible/sustainable business practices, environmental stewardship, good governance, transparency and social responsibility. The category seeks organizations that

are out in front leading and creating positive change, not standing on the sidelines and joining in once others have paved the way.

Governance (15%)

This category examines the availability and quality of systems designed to ensure strong corporate governance (as defined by the US Sentencing Commission, Securities and Exchange Commission and other regulatory bodies), including oversight, governance principles, and risk management. Governance criteria are modified as needed and as is appropriate when reviewing publicly traded companies compared to private companies, partnerships, non-profits, etc.

Environmental and Societal Impact (20%)

This category reviews a wide range of an organization’s performance indicators associated with sustainability, citizenship and social responsibility. It specifically includes such areas as: environmental stewardship, community involvement, corporate philanthropy, workplace impact and well-being, and supply chain engagement and oversight. The quality and efficacy of the initiatives are considered, in addition to stated and measurable goals, accountability and transparency.

Culture of Ethics (20%)

This category examines the extent to which an applicant promotes an organizational culture that encourages ethical conduct and a commitment to compliance with the law. Specifically, the category measures an organization’s efforts and success at establishing an ethical tone at the top of the organization and then the steps taken to communicate, reinforce and monitor the effectiveness of that tone throughout every level of the organization. Ethisphere considers steps taken to establish an ethical culture as well as those to measure, evaluate and improve the culture.

Note that there is not a specific set of questions on this subject; rather, Ethisphere considers the organization’s responses to questions from throughout the survey that relate to the organization’s underlying culture.

Ethisphere would like to thank its partner RepRisk, a leading business intelligence provider specializing in environmental, social and governance (ESG) risk analytics and metrics. Harnessing a proprietary, systematic framework that leverages cutting-edge technology and hands-on human intelligence in 15 languages, RepRisk curates and delivers dynamic risk information for an unlimited universe of companies. For more information, please visit www.reprisk.com.



■ ACCIDENT & LIFE INSURANCE

Aflac // USA
Allianz Life // USA

■ APPAREL

HanesBrands // USA
VF Corporation // USA

■ AUTOMOTIVE

Aptiv PLC // Ireland
Cooper Standard // USA
Cummins Inc. // USA
General Motors Company // USA

■ BANKS

BMO Financial Group // Canada
Fifth Third Bank, National Association // USA
Old National Bank // USA
Teachers Mutual Bank Limited // Australia
U.S. Bank // USA

■ BUSINESS SERVICES

Premier Inc. // USA
Vizient, Inc. // USA

■ CHEMICALS

Ecolab // USA
Linde plc // United Kingdom

■ CONGLOMERATE

Sony Corporation // Japan

■ CONSTRUCTION & BUILDING MATERIALS

Cementos Progreso // Guatemala
Owens Corning // USA

■ CONSULTING SERVICES

Accenture // Ireland
Booz Allen Hamilton // USA
Capgemini // France
Genpact // USA

■ CONSUMER PRODUCTS

Colgate-Palmolive Company // USA
Hasbro, Inc. // USA
Kimberly-Clark // USA

■ DIVERSIFIED MACHINERY

Rockwell Automation // USA
Schneider Electric // France



Kiran Mazumdar-Shaw

Lead Independent Director
Infosys Limited

Software & Services

Inderpreet Sawhney

Group General Counsel
Infosys Limited

Software & Services



The organizations honored among the World's Most Ethical Companies have to be places where ethics aren't simply upheld by a single function. "The way I like to describe it," says Inderpreet Sawhney, Group General Counsel and Chief Compliance Officer for Infosys, "the compliance team defines the swim lanes, but every else is participating in the meet."

At Infosys, that makes for a pretty big race—the India-based international digital services and consulting company has 250,000 employees in 46 countries. The organization's lead independent director, Kiran Mazumdar-Shaw, emphasized that even as a global organization, Infosys still wants to impact the business climate at home. "In India, we've been trendsetters in compliance and good governance. We want to lead so that others can follow."

To make sure that the culture message resonates at scale, Sawhney says, her team has elevated partners across the organization to communicate constantly about ethics. "At our compliance week, we heard from delivery leadership, sales leadership, finance partners, our HR community, our CEO, our chairman...we have a partnership with everybody across the board."

That philosophy of building partnerships to reinforce culture also applies to diversity within the organization, something that both Sawhney and Mazumdar-Shaw understand intimately as female leaders in the male-dominated tech industry. "The diversity and inclusion agenda has a mandate from the board, with a board member focused on it," says Mazumdar-Shaw.

As Sawhney notes, diversity brings value from different perspectives. "All women are looking for a level playing field, right? Nobody wants favors. Every day, you come in and you'll get a fair shake." Both women also believe that a culture of ethics and a culture of inclusion go hand in hand, since both enable speaking up.

They're also confident that although this is the first year Infosys has appeared on the list, it shouldn't be the last. As far as that grand swim meet goes, according to Sawhney, "There really is no finish line in compliance, right? Our goal is to do a bit better and keep moving ahead, every day."



Rich Sauer

Chief Legal Officer and Head of Corporate Affairs

Workday

Software & Services

For Rich Sauer, one of the hallmarks of Workday is its focus on culture. “It’s super intentional,” he says. “You have to work on it all the time. Our founders started the company based on a set of core values—employees first, customer service, innovation, profitability, integrity, and fun.” Keeping these values front and center has helped the company to remain “a high-integrity workplace” through rapid growth over the last sixteen years.

“The mantra is, ‘Happy employees make for happy customers,’” says Sauer. In his opinion, this employee-centric philosophy makes the work of promoting ethics and integrity much easier. Since the organization’s goal is to make employees feel supported and valued as people, “It’s a place where you can make mistakes, raise your hand, and say, ‘I don’t know how to do this,’ or ‘I think I need some more help here.’” That openness to admitting mistakes and allowing critique allows for a speak-up culture that some organizations can only dream of.

The news that Workday was among the World’s Most Ethical Companies honorees was internally announced and received in “the classic Workday way—I posted on an internal Slack channel and hundreds of people reacted with emojis, claps and high-fives, all along the bottom.”

As a tech company, perhaps it’s no surprise that Workday’s employees were dispersed even before the pandemic, and Sauer predicts they might become even more so. They’ve innovated, leaning more on channels like Slack and regular virtual town halls where the entire leadership team is open to employee questions. The company also sends out Friday pulse surveys leveraging its own technology to take the workforce’s temperature on everything from business matters to how employees were coping with isolation during lockdowns.

The ethics and compliance team also held its first Integrity Week remotely back in November. “We had a full week of events, all virtual. One of the events that went more viral, internally, was an Integrity Pledge, hosted on our Integrity Slack channel. You would say, ‘This is what integrity means to me. I promise to [fill in the blank]. Then, you would tag somebody else and they would participate. We had hundreds, maybe thousands of employees jumping into this Slack thread and contributing.”

Even after we return to offices, Sauer says, it’s important to maintain one of the benefits of every employee being remote, which has been the new level playing field during meetings. “I hope we don’t revert back into the old style of everybody in the conference room having a great conversation with one or two people coming in remotely who can’t get a word in edgewise. We have to maintain that level playing field when we’re back in the office.”

ELECTRONICS & COMPONENTS

Hubbell Incorporated // USA
TE Connectivity // Switzerland

ENERGY & UTILITIES

AVANGRID, Inc. // USA
Avista // USA
Capital Power // Canada
EDP - Energias de Portugal S.A // Portugal
Iberdrola, S.A. // Spain
National Grid // United Kingdom
NextEra Energy, Inc. // USA
The AES Corporation // USA
Xcel Energy // USA

ENGINEERING SERVICES

AECOM // USA
Parsons Corporation // USA

ENVIRONMENTAL SERVICES

Waste Management Inc. // USA

FINANCIAL SERVICES

CUNA Mutual Group // USA
Principal Financial Group // USA
Prudential Financial, Inc. // USA
Thrivent // USA
TIAA // USA
Voya Financial, Inc. // USA

FOOD, BEVERAGE & AGRICULTURE

ADM // USA
Charoen Pokphand Group Co., Ltd. // Thailand
Grupo Bimbo // Mexico
illycaffè s.p.a. // Italy
Ingredion // USA
Kellogg // USA
PepsiCo Inc // USA

FORESTRY, PAPER & PACKAGING

International Paper Company // USA
Weyerhaeuser Company // USA

HEALTH & BEAUTY

Avon International // United Kingdom
Kao Corporation // Japan
L’Oréal // France
Natura // Brazil

HEALTH INSURANCE

Blue Shield of California // USA
Cambia Health Solutions // USA
CareFirst BlueCross BlueShield // USA
Health Care Service Corporation // USA

HEALTHCARE PRODUCTS

Henry Schein, Inc. // USA

HEALTHCARE PROVIDERS

Baptist Health South Florida // USA
Cleveland Clinic // USA
Covenant Health // Canada
HCA Healthcare // USA
Northwell Health // USA
The MetroHealth System // USA
University Hospitals // USA

IMAGING TECHNOLOGY

Canon U.S.A. // USA

INDUSTRIAL MANUFACTURING

3M // USA
Eaton Corporation // Ireland
Honeywell // USA
Johnson Controls International // Ireland
John Deere // USA
Milliken & Company // USA
Oshkosh Corporation // USA
The Timken Company // USA

INFORMATION TECHNOLOGY SERVICES

International Business Machines Corporation (IBM) // USA
Leidos // USA
Wipro Limited // India

INSURANCE

MassMutual // USA
Pacific Life // USA
Unum // USA

INSURANCE BROKERS

Gallagher // USA

INTEGRATED HEALTHCARE SYSTEM

Kaiser Permanente // USA
UPMC // USA

LEISURE & RECREATION

Royal Caribbean Group // USA

MACHINE TOOLS & ACCESSORIES

Lincoln Electric // USA



Carolyn Herzog

EVP, General Counsel & Chief Compliance Officer

Arm

Semiconductors

Partnership is at the heart of Arm's business—the company licenses its microprocessor designs to its partners, with whom it works to create chip designs to meet their specific needs. “Partnering is a very different concept, and partners are very much the core of our ecosystem,” says Carolyn Herzog, the company's general counsel. Those partnerships, its leadership, and the company's deep commitment to ethics combine to ensure that Arm has an outside impact on the culture of the technology industry.

That ecosystem of partners means that Arm has allies for a whole range of ethics initiatives, including 2030Vision, for which the company is a founding partner, designed as a coalition to drive progress on the UN Sustainable Development Goals. “We think about how technology runs in the system of partners,” says Herzog. “In peer reviews, we say, ‘What are you doing, how can we do it, and how do we get better together?’”

The collaborative instincts that Arm built up with its partner ecosystem have also come into play since it became part of the SoftBank family in 2016. “We really appreciate the collaboration we've had with the compliance team at SoftBank. Being able to compare practices and learn from each other has been hugely beneficial,” Herzog says. “The process by which we approach ethics and compliance is absolutely considered leading within the SoftBank family.”

One area where Arm's leadership of its partner network has been indispensable is around the emerging architecture of AI ethics. For Herzog, the value that legal and ethics professionals bring to AI is clear. “Engineers are thinking about all the great stuff this wonderful technology can do, and I would never try to do this without them! But you need a diverse group of people to look at these signs and look for potential for harm, including avoiding bias that can be discriminatory or illegal” she says. “We think having that framework can help AI be to be used successfully globally.”

For Herzog, the transparent and collaborative approach to AI is part of the entire company's work. “Ultimately, it's all about trust, right? That's what ethics is all about, and that's what we want technology companies to be known for,” Herzog says. “We want to be known for developing technology for good. And I think Arm has established that reputation and we're really proud of that.”



David Flavell

EVP, General Counsel and Corporate Secretary PepsiCo Inc

Food, Beverage & Agriculture

In a year that saw tremendous upheaval, PepsiCo's General Counsel David Flavell was extremely clear about what made him the proudest: the camaraderie of PepsiCo's employee base. "I'm most proud of our 290,000 associates around the world, who proved they're an incredible team. I'd make a special call-out to our frontline associates, the people who made, moved, and sold our products during what was an incredibly challenging and difficult year. The resiliency and commitment they showed was really second to none."

The international food and beverage giant PepsiCo is among an extremely select group: the fifteen-time World's Most Ethical Companies honorees, having been recognized every year since the program was created. When asked to what he attributed that longevity, Flavell responded, "It's really a testament to the way our ethics and compliance program supports who we are. It's fundamentally a part of how everyone conducts themselves across PepsiCo."

Reaching everyone across PepsiCo is a tall order since the company operates in over 200 countries around the world. For Flavell, that success ultimately comes down to the company's fundamental principles, tone and values. "It really struck me during the interview process when I joined PepsiCo ten years ago, and it's remained," Flavell recalls. "The PepsiCo Way includes some fundamental behaviors, and acting with integrity is one of those behaviors."

Flavell rose to the General Counsel's office from the role of Chief Compliance & Ethics Officer, so he's been responsible for shepherding that culture for years. Along the way, he's watched as society's expectations expanded in tandem with the company's horizons. "Over time we have expanded our outlook beyond just our company operations. We work with our partners in a number of areas to further drive our program."

To that end, PepsiCo has spent the last several years investing in a variety of initiatives to make its products healthier and lessen their impact on the planet. The Beyond the Bottle Campaign launched in 2019 seeks to significantly reduce the amount of single-use plastic involved in delivering its beverage products, supported by its acquisition of SodaStream. In January, the company announced an innovative joint venture with plant-based protein leader Beyond Meat. As the world reopens, expect to see PepsiCo continue to help drive us in a healthier, more sustainable direction.

MEDICAL DEVICES

Edwards Lifesciences // USA
Elekta AB // Sweden

METALS, MINERALS & MINING

FRESNILLO PLC // Mexico
Schnitzer Steel Industries, Inc. // USA
Tata Steel Limited // India

NON-PROFIT BUSINESS SERVICES

AARP // USA

OIL & GAS, RENEWABLES

Frontera Energy // Canada
PKN ORLEN S.A. // Poland
SERTECPET // Ecuador

PAYMENT SERVICES

Mastercard // USA
Visa Inc. // USA

PHARMACEUTICALS

Eli Lilly and Company // USA
Lonza Group AG // Switzerland

PROPERTY & CASUALTY INSURANCE

The Allstate Corporation // USA

REAL ESTATE

CBRE // USA
DTGO Corporation Limited // Thailand
JLL // USA
Realogy // USA

More Information

The full list of the 2018 World's Most Ethical (WME) Companies, as well as the list of previous years' WME Companies honorees, can also be found online on Ethisphere's website at www.ethisphere.com.

Further details on the WME application process, including information on the Ethics Quotient™ score and answers to Frequently Asked Questions, are available online at <https://worldsmoethicalcompanies.com>. The application process is not open until August, 2021.

■ **RETAIL**

Best Buy // USA
Kohl's // USA
Starbucks // USA

■ **SCIENTIFIC & TECHNICAL SERVICES**

Noblis // USA

■ **SEMICONDUCTORS**

Arm // United Kingdom
Intel Corporation // USA
ON Semiconductor // USA

■ **SOFTWARE & SERVICES**

Infosys Limited // India
Salesforce // USA
Teradata Corporation // USA
Workday // USA

■ **SOURCING SERVICES**

William E. Connor & Associates Limited
// Hong Kong

■ **STAFFING & OUTSOURCING SERVICES**

ManpowerGroup // USA
Paychex, Inc. // USA

■ **TECHNOLOGY**

Dell Technologies // USA
Hewlett Packard Enterprise // USA
HP Inc. // USA
LinkedIn // USA
Microsoft // USA
Western Digital // USA

■ **TELECOMMUNICATIONS**

AT&T Services, Inc. // USA
Nokia // Finland
OTE – Hellenic Telecommunications
Organization S.A. // Greece

■ **WATER & SEWERAGE UTILITY**

Northumbrian Water Group // United Kingdom



Be sure to follow @ethisphere on Twitter and tweet your thoughts and congratulations to this year's World's Most Ethical Companies with hashtag #WorldsMostEthicalCompanies



Obed Louissaint

SVP, Transformation and Culture

International Business Machines Corporation (IBM)

Information Technology Services

“Our connection to social justice is jobs,” wrote IBM’s SVP of Transformation and Culture Obed Louissaint in a recent LinkedIn post. He’s repeating a sentiment that IBM’s executives have voiced for several years, including in this magazine. The new economy requires, as Louissaint put it, “driving a diverse, equitable, and inclusive workforce with the right skills, and the right leadership pushing boundaries for growth.” In its hiring, community outreach, and policy advocacy, IBM is pushing hard towards that new world.

That vision of flexible, “new collar” jobs is one of the reasons that IBM created Louissaint’s position late last year. In his role, he’s pulling “all of the talent levers that can drive cultural change.” That means he’s approaching diversity and inclusion by re-examining how the organization thinks about talent in the first place. “Where do we have requirements that we don’t need? That’s around degrees, but also around travel. You exclude individuals when you put requirements that are not necessary.”

IBM has been pushing to reframe hiring around skills rather than degrees, especially bachelor’s degrees, for several years. “One of our key initiatives is stepping away from the traditional view that we only hire individuals who have bachelor’s degrees,” says Louissaint. “Only a third of the workforce in the United States actually has a degree. We were cutting ourselves off from 67% of the population, and that 67% was highly diverse.”

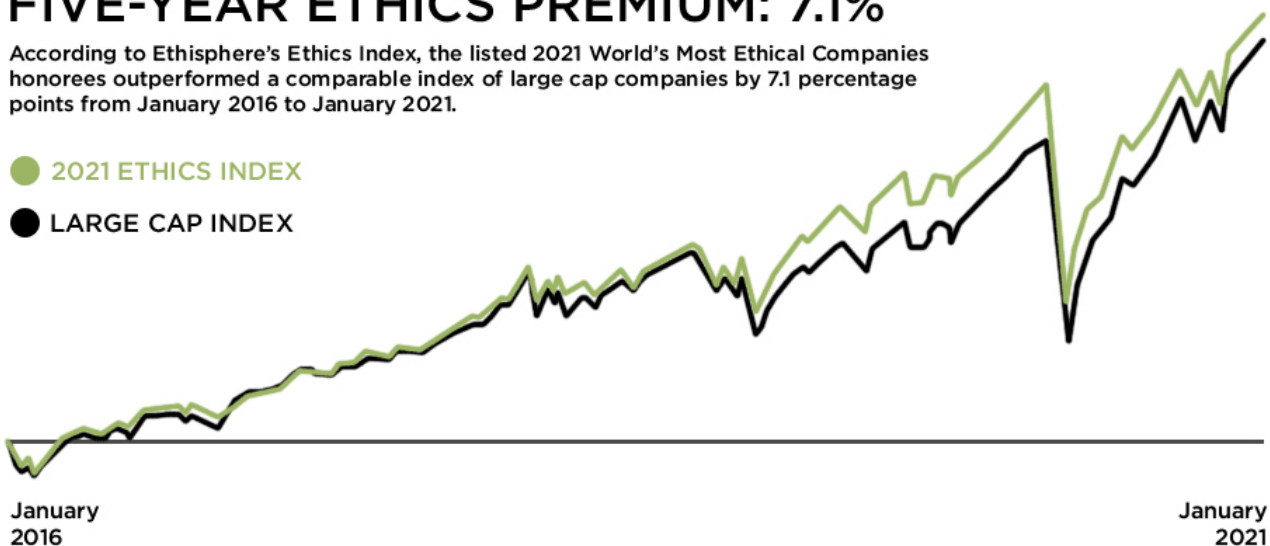
In addition to removing degree requirements from half of all job postings over the last five years, IBM has also pushed a variety of efforts to get new collar skills to students who will be tomorrow’s workers. The company’s groundbreaking P-TECH program, which has been in operation for ten years, is a six-year high school to early college program that takes students into an associate’s degree with curricula, mentorship, internships with partner organizations, and wraparound services to arm students with the skills for careers in the new economy.

IBM has complemented its internal work and external outreach via P-TECH with policy advocacy about apprenticeships, student loans, and college credits. Although IBM has a long-standing stance on staying out of electoral politics, and does not make donations to candidates or have a PAC, the company nevertheless makes its voice heard. “We like to engage on issues,” says Louissaint. “It’s about policy, not politics. That allows us to work with any government or individuals, because we’re talking about the issues. You have to engage. Hopefully, that serves us well.”

FIVE-YEAR ETHICS PREMIUM: 7.1%

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- 2021 ETHICS INDEX
- LARGE CAP INDEX



BY THE NUMBERS

The World's Most Ethical Companies® Edition 2021

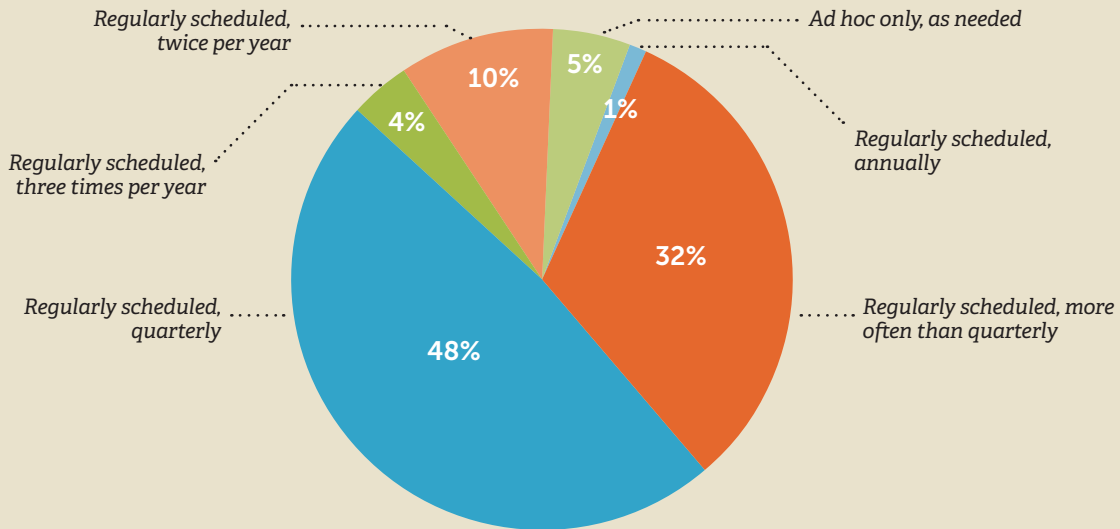
Written by: Douglas Allen

Every year after we announce the World's Most Ethical Companies, I get the pleasure of diving back into our data and teasing out the trends that emerge as companies mature their ethics, compliance, sustainability, and diversity programs. Some years, the story is simply one of continued gradual change as more companies adopt best practices. Other years, we see significant shifts in organizational practices driven by consumers, regulators, or the overall environment. Unsurprisingly, this was a year of change.

As always, I get to tout the Ethics Premium, which is our term for the fact that the World's Most Ethical Companies® honorees continue to outperform the market in the long term, by 7.1% over the last five years. Other trends are worth highlighting, too: ethics and compliance teams are getting greater access to their boards of directors; companies have put a new premium on clear policy communication in this year of upheaval and remote work; and ethics training and communications practices are evolving as companies learn to meet the needs of remote workforces who may not ever return in quite the same way to the office.

Facts & Figures

Figure 1 – How often does the individual with responsibility for the ethics and compliance program conduct scheduled update presentations to the committee of the Board that oversees the program?



Boardroom Access for Ethics

For several years now, we've seen the ethics and compliance function get increasing access to the board of directors at honoree companies. Partly, we can attribute this shift to regulatory nudges—the June 2020 update to the U.S. Department of Justice's "Evaluation of Corporate Compliance Programs" explicitly discussed the role of board oversight, compliance access to the board of directors, and the kinds of information compliance provides to them as relevant questions for regulators.

- For the first time, this year we asked companies which functions a new director on the board meets with. Unsurprisingly, the most common responses among honoree companies were legal (96%) and finance (91%). However, ethics and compliance were the third-most common function to be part of new director onboarding, in 87% of honorees.
- Regular updates to either individual directors or board committees are now very much the norm. Most (79%) of honorees update the committee responsible for E&C program oversight at least quarterly, if not more frequently [fig. 1].
- In addition to committee relationships, personal relationships with committee chairs are also key. Among honorees,

83% report that the person with overall responsibility for the program speaks regularly with the oversight committee chair, with 71% speaking before each board meeting, and 12% doing so monthly. Both of these numbers rose slightly from last year's data.

- Among the 40% of honorees who have a different person with day-to-day responsibility for the ethics and compliance program than the overall owner. Of those organizations, 70% have both individuals present to the board whenever an update is given.

Focus on Effective Ethics and Policy Communications

The sudden shift to social distancing last March necessitated a radical rethinking of communications strategies to reach the full workforce, either of frontline workers now at increased risk or white-collar jobs that had largely become remote. In this environment, clarify in every policy and communication became an absolute requirement, putting significant importance on one particular mechanism: a company's policy-on-policies.

- Companies are increasingly concerned about ensuring that key rules, documents and procedures are not just disseminated to employees, but effectively get their messages across. Less face time means fewer touch points to clarify. Because of that, 86% of

honoree organizations now have a "policy on policies" to standardize this aspect of communications. This is a significant jump from 78% of honorees last year.

- Companies have many goals with the policy on policies, including: 1) providing a standard template that must be followed for clarity (94%), 2) providing guidelines about when policies must be reviewed and updated so stagnant rules don't stay on the books (91%), and 3) providing guidance about consulting with affected business units (83%) and subject matter experts (81%) to ensure the right stakeholders have weighed in during drafting. [fig. 2]
- In our own reviews of policy, Ethisphere continues to see a need to review written standards and simplify the language used. Half (50%) of honorees include style and reading level guidance in their policy on policies.

Training and Communications in Flux

Of course, even as vaccines roll out and office life becomes possible again, it's become very clear that the pandemic has permanently altered employees' relationship with both working hours and in-person time, proving that companies can and should be more flexible with both and still succeed. Hybrid work is likely to become the norm, and more employees will report to managers they see in-person far less often, if ever.

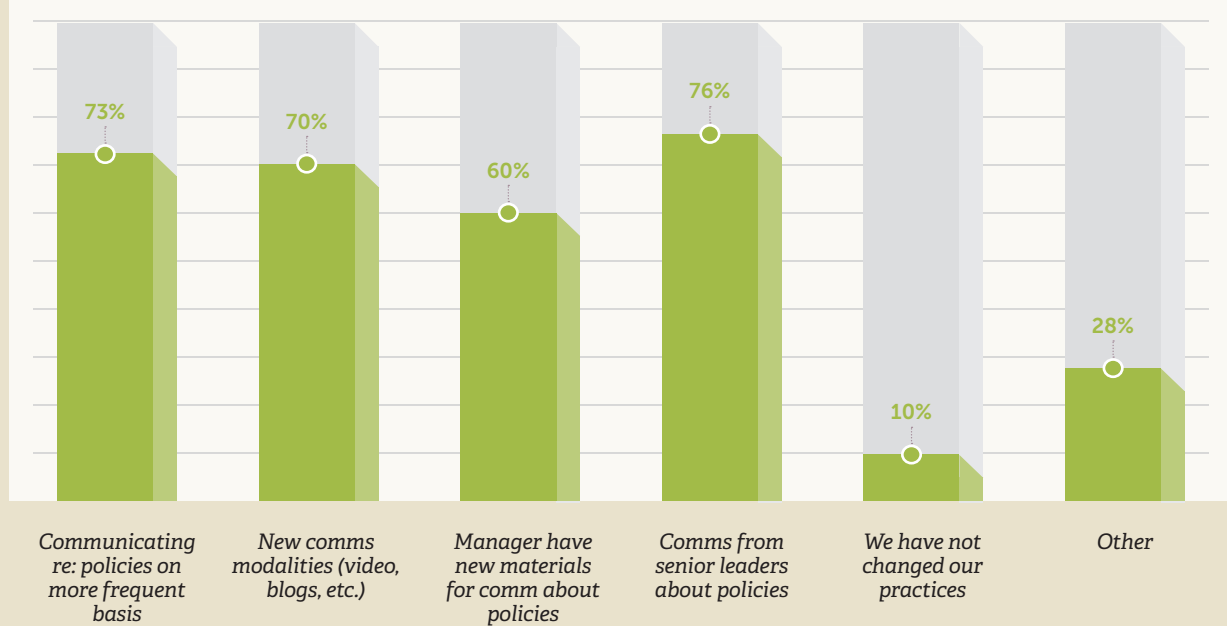
Facts & Figures

Figure 2 – What guidance does your policy on policies provide to policy drafters?



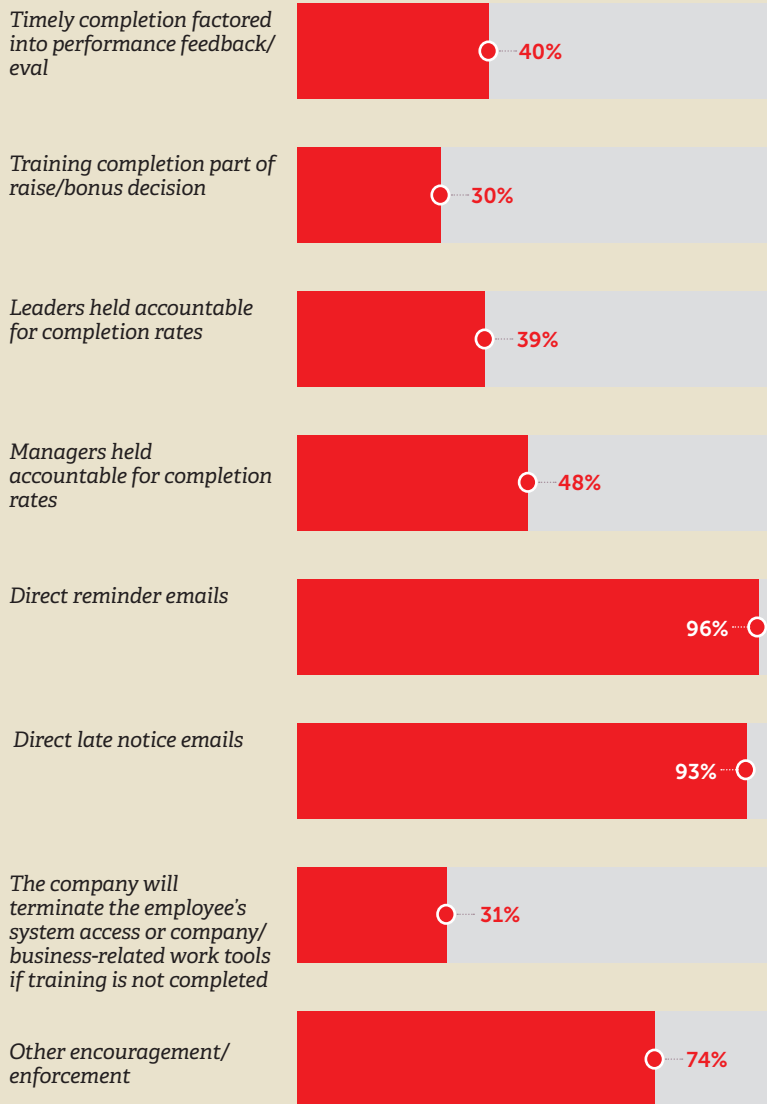
Facts & Figures

Figure 3 – How has your company changed your practices around communicating policies to employees as a result of COVID-19?



Facts & Figures

Figure 4 – How does your company encourage or enforce completion of ethics- and compliance-related training?



This long-term change makes trends in training and communications all the more important to watch, as significant changes to training modalities, timing, and structure will be necessary.

- Nine out of ten (90%) honorees reported making at least some changes to the way they communicate around ethics and policies as a result of COVID-19. Important shifts included more frequent communications (73%), new modalities (70%), and new materials distributed to

managers (60%) to better communicate to their direct reports in a remote or socially-distanced environment.

- One trend of note was that 77% of honorees reported leaning more on communications from senior leaders, with many of the most personable examples of home videos from CEOs getting positive outside attention. In a separate question, we found that 84% of honorees feature senior leaders telling personal stories in their ethics communications. Humanizing corporate

leaders in this way may present new opportunities going forward. [fig. 3]

- Training completion presents an even greater challenge in a dispersed environment, which is one reason we saw increases in the percent of honoree organizations reporting various ways of encouraging or enforcing training completion. Among emerging practices, nearly a third (30%) now factor completion rates into raise or bonus decisions, and almost half (48%) hold managers accountable in compensation and performance reviews for their team's completion rates. [fig. 4]
- There was a large jump in the number of companies tracking how frequently written standards were accessed online, from 57% to 65% of honorees. These metrics can help gauge communications effectiveness.

As companies experiment to strike the right balance between in-person and remote work, we expect to see each of these trends continue to evolve over the next few years. We'll be watching closely to see what best practices start to emerge for communicating an ethical culture in a remote environment.

As always, we'll be sharing additional data in our Insights series over the coming months in webcasts and publications. Stay tuned for more best practices from the World's Most Ethical Companies.



Expert Biography

Douglas Allen is Managing Director of Data & Services for Ethisphere, where he leads benchmarking, certification, and partnership efforts. Previously, Douglas spent six years with providing compliance- and ethics-related advisory services, including developing compliance and ethics risk assessments, codes of conduct, corporate policies and procedures, and communication and training curriculum plans.

Global Keyed of 3.1

Segment Overall

82.8 **0**

Overall

83.0

82.8

83.0

Respondent Count

488,769 Segment Respondents

Overall Responses

74% Favorable

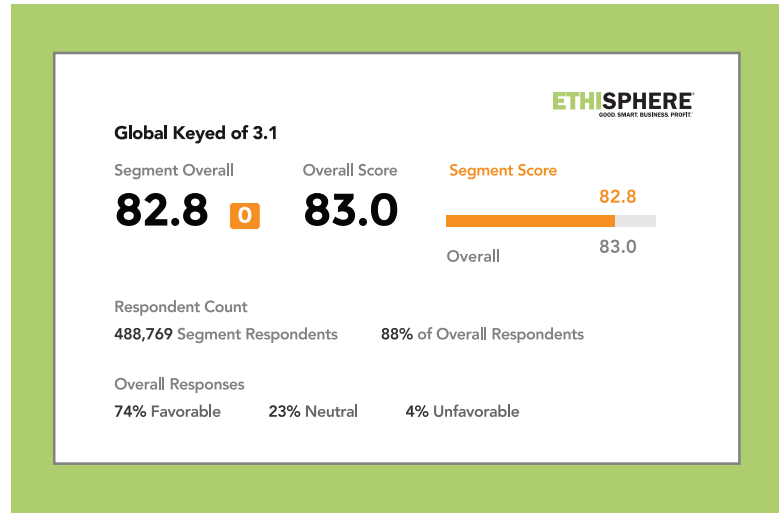
Can you measure the most significant risks to your **culture**?

At Ethisphere we can. From our proven survey and best benchmarking data set in the industry, to our expertise and breakthrough communications, we're here to guide you and your organization every step of the way.

1

Measure your culture

to identify your highest risks and strengths, so you can focus your time and resources



2

Tap Ethisphere expertise

to establish an action plan that supports your goals and rallies cross-functional support

ETHISPHERE
GOOD. SMART. BUSINESS. PROFIT.

Company's Performance Across Ethisphere's Eight Cultural Pillars

| Ethical Cultural Pillar | Company 2020 | Benchmark 2020 | Difference |
|-------------------------------------|--------------|----------------|------------|
| 1. Awareness of Program & Resources | 71.3 | 78.6 | -7.3 |
| 2. Perception of the Function | 96.3 | 93.2 | 3.1 |
| 3. Observing & Reporting Misconduct | 76.6 | 78.0 | -1.4 |
| 4. Pressure | 93.2 | 94.1 | -0.9 |
| 5. Organizational Justice | 73.4 | 76.6 | -3.2 |

3

Use engaging toolkits and communications

to change attitudes and behavior with purposeful activities that advance your culture and values



To learn more visit us at ethisphere.com/culturechange



The facts are devastating, especially for people 50 and over.

- More than a half million American lives now have been lost due to COVID.
- Nearly 95 percent of those who have died were age 50 or over.
- About 40 percent have been residents and staff in nursing homes, though nursing home residents are less than 1 percent of the American population.
- And, three times as many people have died in nursing homes with mostly Black and Hispanic patients.

Meeting these challenges was a test of our Organizational Character. I told our staff that if there is one thing the upheaval of the pandemic made clear, it's that people need AARP more than ever. We stepped up to meet the challenges by drawing on our Organizational Character to be a wise friend and fierce defender for our members and people 50-plus and their families.

AARP's Organizational Character

AARP's Organizational Character encapsulates our identity as an organization and as individuals. It consists of three elements:

1. Our **Purpose** defines why AARP exists: We empower people to choose how they live as they age.
2. Our collective **Role** as everyday innovators in aging describes who we are, no matter which part of the organization we work in or what our title is.
3. Our **Values** express what we stand for and what we believe.
 - Impact – AARP creates real value for people in their day, their life, and the wider world.
 - Innovation – AARP evolves and invents to meet the new realities of aging.
 - Humanity – AARP cares about people and serves them with compassion.
 - Empowerment – AARP uses its influence and resources to remove barriers and open possibilities.
 - Honesty – AARP acts and speaks with integrity in every action.

AARP'S RESPONSE TO COVID

A Test of Organizational Character

Written by: Jo Ann Jenkins

AARP has been working to promote the health and well-being of older Americans for more than sixty years. And, last year, when the COVID-19 pandemic invaded our lives and threatened the health and financial security of millions of Americans, we faced unprecedented challenges.

These values also reflect how we treat each other as well as those we serve. They are also our internal compass guiding how we show up, what we deliver, how we make decisions, and how we communicate.

At AARP, we envision a society in which all people live with dignity and purpose and fulfill their goals and dreams. We strive to empower them to fulfill their real possibilities over the course of an ever-longer lifetime while living healthier, more financially secure, and more fulfilling lives. Our Organizational Character combines with the external landscape in which we operate to directly shape and inform our Enterprise Strategy for achieving that vision.

Additionally, we draw upon our strategic advantages and core competencies. These include unparalleled knowledge of people 50 and older; an influential federal, state and local advocacy infrastructure; and a wide array of programs, member benefits, products and services—all designed to empower people to choose how they live as they age.

We also have extensive publications and communications channels—including the most widely-read magazine and newspaper in the country, a robust website, and extensive social media presence. And, we have built an extensive state office network and community presence that makes us a vital nationwide organization.

COVID-19 Advocacy and Communication

All of this came to the forefront when COVID-19 hit. Older Americans and those with underlying health conditions were especially at risk. Our staff transitioned to a virtual work environment without missing a beat. Guided by our Organizational Character, we've been there for our members and people 50-plus, providing information, advocacy, and resources to help them and those caring for them protect themselves from the virus, prevent it from spreading to others, and cope with the health problems and financial disruptions caused by the virus.

- We were there with the latest unbiased information from the experts through our publications, newsletters, our website, tele-town halls, and other virtual events.
- We were there advocating for their best interests as Congress and the Administration debated each relief bill.
- We were there to make sure they got their stimulus checks.

- We were there to make sure Medicare would cover their telehealth visits to their doctors.

- We were there to help them stay in touch remotely with family members and friends.

- We were there to help them deal with a wide array of nursing home issues.

At the same time, we have continued innovating. As part of our significant response to COVID-19, we built and launched AARP Community Connections. This online platform has helped over 600,000 people organize and find mutual aid groups, and access support from trained volunteers in communities nationwide.

We're now focused on making sure that everyone who wants a vaccination will get one. We do this by being a wise friend and fierce defender of our members' and all older adults' interests.

As a wise friend, we use our role as an organization representing our 38 million members across the country to be a trusted voice for all older adults; to bring them timely and trustworthy information on the issues they confront due to the pandemic; and to advocate for policies on the issues that matter most to them such as health care, hunger and economic security. As it relates to vaccines and treatments, we use our communications channels to help bring the experts to our members through weekly tele-town halls.

As a fierce defender, we engage policymakers at all levels about the priorities of older adults in the pandemic, including vaccines. We also fight for federal investments to support the development of vaccines and treatments. And we have fought to ensure that treatments and vaccines are available at no-cost and accessible to all.

And, we are fighting for the health and safety of long-term care residents and staff. The nursing home situation is a national tragedy. AARP is urging federal and state officials to take immediate action to keep residents and staff safe.

Fighting for Vaccine Equity

We're also addressing the issue of inequity in distributing the vaccines. Black and Hispanic populations have been hard hit by the pandemic. Three times as many people died in nursing homes with mostly Black and Hispanic patients.

Yet, the initial vaccine outreach and distribution have not reflected equity as a priority. Available data from the Cen-


ters for Disease Control and Prevention shows that only 6.5 percent of the limited supplies of vaccines so far have gone to Black Americans. And nearly half of vaccination records are missing race and ethnicity data, which further hampers attempts to address disparities that may widen as demand grows.

AARP believes we have to do better in reaching these communities. As part of this effort, we have joined with five of the nation's largest nongovernmental, nonprofit membership organizations—which, combined, reach more than 60 million Americans—to launch a COVID vaccine equity and education initiative. The effort includes the American Diabetes Association, the American Psychological Association, the International City/County Management Association, the National League of Cities and the YMCA.

It aims to ensure that accurate and transparent information about the COVID-19 vaccine is available to Black Americans to help them make informed personal decisions about vaccination.

I am extremely proud of our response to COVID. It is helping millions of older Americans and their families cope with the pandemic and gives them hope. Our Organizational Character has guided us and continues to guide us in our response as we work to empower people to choose how to live as they age.

About the Expert

 As CEO of AARP, **Jo Ann Jenkins** leads one of the world's largest non-profit, nonpartisan membership organizations, serving 38 million AARP members and their families. She joined AARP in 2010 as president of AARP Foundation following a distinguished career in the federal government which culminated in her serving as the chief operating officer at the Library of Congress.

Since being named CEO in 2014, she has transformed AARP into a leader in social change, dedicated to empowering people to choose how they live and age. A fearless champion for innovation and impact, Jenkins has led AARP to be recognized as one of the World's Most Ethical Companies® (3 years), a Washington Post Top Workplace (3 years), and one of Fast Company's Best Workplaces for Innovators. In 2020, AARP received the prestigious Malcolm Baldrige National Quality Award.

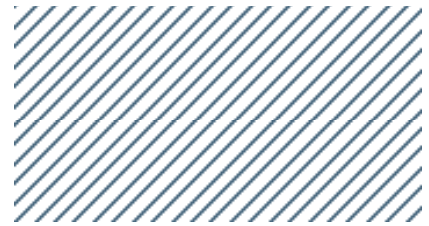


ETHICS IS EVERYONE'S BUSINESS

HPE's CEO on Ethics and Compliance's Priorities

Written by: Antonio Neri

At HPE, we believe that how we do things is just as important as what we do. Over the years we've continued developing and refining our corporate values, policies, and training courses to help set clear expectations for team members, business partners, and suppliers worldwide and demonstrate HPE's commitment to the highest ethical standards. We're proud of the ethical culture we've built, which is centered around three key priorities: innovation; making ethics everyone's business; and advancing the way people live and work.



Innovation has played a key role in revamping the approach to our annual Standards of Business Conduct (SBC) training. In the past, HPE conducted an annual SBC training the way most companies do—offering an hour-long training once a year that team members were required to take in one sitting. This year, we rolled out an innovative new approach to SBC training that included four modules, each about 15-minutes long and aimed at addressing a key ethics risk facing the company. This approach allowed us to use the training to highlight key risk areas for the company and deliver key messages in concise and easy-to-digest sessions, and includes interactive elements to increase team member engagement. The four-time-a-year format also increases the number of times our team members engage with ethics topics annually, and our latest tracking shows that we have been able to maintain a completion rate of over 99%, even with more frequent training cycles. Training is still mandatory for all team members, but we've successfully made the training more engaging.

Our updated approach to training plays directly into our goal of creating a culture in which ethics and compliance is **everyone's business**. Last year, we introduced a program that requires the Managing Directors of each of our Global Sales geographies to include a discussion of ethics and compliance issues in their quarterly State of Readiness reviews with our Chief Sales Officer. Our Managing Directors each work with our Ethics & Compliance Office to address risks and trends specific to their business and geographic region. After successfully launching the program at the Managing Director level, we expanded it to include the Chief Sales Officer's quarterly review with me. He now presents to me on a quarterly basis about ethics risks that our sales force faces globally. Quarterly anonymized case studies are provided by the Ethics & Compliance Office to our business leaders for them to distribute to their teams. These communications summarize a recent, real-life incident from the company related to ethical conduct and serve as reminders of the importance of adhering to HPE's policies and where to go to ask for help. By distributing these case studies directly from our business leaders, we feel that this emphasizes the importance of ethical conduct in the business, sets the appropriate tone from

This year, the Thomson Reuters Foundation awarded HPE the [Stop Slavery award](#) for leadership in combatting modern slavery and forced labor in our supply chain, operations and communities, making HPE the only two-time winner of the award.

the top, and maximizes impact to team members. The feedback we've received from team members is telling us that our approach is working, with our workforce signaling ongoing interaction with the content.

From an external point of view, we are using ethics to **advance the way people live and work**. Respecting human rights is a core value at HPE and is embedded in the way we do business. This year, the Thomson Reuters Foundation awarded HPE the [Stop Slavery award](#) for leadership in combatting modern slavery and forced labor in our supply chain, operations and communities, making HPE the only two-time winner of the award. We are incredibly proud of our leadership in the fight against modern slavery and all forms of forced labor in our supply chain. We are committed to helping our partners and customers address the challenges of ethics in artificial intelligence ("AI"). To address the unique human rights risks associated with AI, HPE established AI Principles to guide how we identify, manage and prevent these risks through our business activities, and that of our partners and customers. We also launched an AI Ethics Advisory Board to guide our learning and how we bring our AI principles to life.

Additionally, HPE's commitment to unconditional inclusion is a critical component of our ethical culture. Ethical behavior in part means treating others

as you would want to be treated yourself and creating a supportive, welcoming environment for all. In the last year, HPE launched a Global Inclusion and Diversity Council, chaired by me, in order to hold ourselves accountable as an organization to our goals for inclusion, equity, advocacy, and community engagement around issues of race and identity. HPE also believes that a flexible work environment bolsters inclusion by ensuring that work fits the diverse lives of our team members, not the other way around. Our Work That Fits Your Life benefits program, featuring among the most generous paid leave programs in our industry, once monthly "Wellness Fridays, and other benefits is designed to support the whole person. And, throughout the COVID-19 pandemic, we've doubled down on our commitment to providing mental health resources to our team members to help them cope with the drastic, rapid change in daily life we all experienced. These efforts, and others, to build an ever more inclusive culture have helped HPE achieve its highest team member engagement and job satisfaction scores since becoming a stand-alone company in 2015.

Put simply, our commitment to ethics is holistic and ingrained in HPE's values and culture. We hope that by truly living these ideals in the workplace and beyond, we are able to help move our industry and the world toward addressing the myriad ethical issues and concerns businesses face.

About the Expert

 **Antonio Neri** is the President and Chief Executive Officer of Hewlett Packard Enterprise – the global edge-to-cloud platform as-a-service company – responsible for the development and delivery of enterprise technology solutions and services that help organizations accelerate outcomes by unlocking value from all of their data, everywhere.

During his more than 25 years at the Hewlett-Packard Company (HP) and Hewlett Packard Enterprise (HPE), Antonio has held numerous leadership positions. Most recently, he served as Executive Vice President and General Manager of HPE's Enterprise Group, which included the company's Server, Networking, Storage and Technology Services business units. Prior to HPE's separation from HP, Antonio ran HP's Server and Networking business, where he was responsible for bringing new innovations to market and the execution of the go-to-market strategy. Before that, Antonio led HP's Technology Services business, which provided technology support and consulting services for HP's products and solutions. Antonio spent the earlier part of his career in various engineering and leadership roles in HP's Printing and Personal Systems business units.

Antonio led the strategy, development and introduction of many breakthrough innovations at HP and HPE, including: HPE Apollo, the industry leading high performance compute platform; HPE Superdome X, the world's most scalable and modular in-memory computing platform; HPE Synergy, the world's first composable infrastructure platform; HPE Cloudline, HPE's server portfolio designed for service providers who need fast deployment, flexible operation, and low total cost of ownership; and, HPE Moonshot, the first software-defined compute platform. He was also responsible for HPE's acquisitions and integrations of Aruba Networks, SGI, SimpliVity, Niara, Rasa Networks, Nimble Storage, Cloud Cruiser and Cloud Technology Partners.



HPE team members from Australia building homes in Vietnam with Habitat for Humanity.



“RESPONSIBILITY COMES WITH STATURE”

An Entrepreneurial Culture Thrives in a Time of Need

Featuring: Aiman Ezzat

The global consultancy Capgemini has appeared on the list of the World’s Most Ethical Companies® for nine years running. Although many found the adjustment to pandemic footing to be difficult, for this digital-first firm, a culture of commitment to its clients and communities drove increased engagement, a new Social Response Unit to deploy the best CSR ideas, and progress on long-term goals. Capgemini CEO Aiman Ezzat discussed all this and more with *Ethisphere Magazine*.



Tyler Lawrence: Congratulations on Capgemini being recognized for the ninth year in a row among the World’s Most Ethical Companies. What does the recognition mean for the organization at this point?

Aiman Ezzat: It’s very important. In the world today, an independent recognition that we behave ethically makes Capgemini both an employer of choice and a responsible player in the eyes of clients.

We have extra responsibility that comes with stature. We must lead and be a role model in every aspect. It means making tough decisions, being demanding, and very selective about who we work with, which partners and clients. In a number of areas where we work, I ask for an ethical review of clients, because misguided action can lead to big reputational damage. We are very careful and have worked over the decades to build a strong ethical culture at Capgemini.

To sustain an ethical culture, we have also had to adapt and innovate. In 2020, we fully revamped our annual ethics e-learning, taking employee feedback into account. We have an internal system to survey employees and check the pulse around many subjects and we include other inputs from our ‘speak-up’ program.

Tyler Lawrence: You mentioned that you do an ethical review of clients, which is a particular concern for a consultancy. Do you think that your commitment to ethics becomes a competitive advantage for you, because your clients know that you’re not going to be involved in something that’s going to make headlines?

Aiman Ezzat: I think we have a very good reputation with clients. Is it a competitive advantage? I have to believe it is. It is definitely a positive for our employees and for our partners. I think having that constant dialogue with our employees and with all our stakeholders around ethics is very important and yes, it reflects on the image of the company. It’s structurally a competitive advantage.

Tyler Lawrence: Capgemini is a global organization and like everyone else you had to adapt to the lockdowns starting last spring. What principles guided your leadership as you tried to keep the company moving while keeping everyone safe?

Aiman Ezzat: The safety of our people was our top priority. With that focus, we moved 97% of our people to work from home. We worked with managers to ensure that people were safe, doing well, and were able to provide them assistance wherever we could. In some countries with weaker health systems, we extended health coverage to the families of all of our people, with a fund to cover it.

We also set up a global crisis team connecting 50 countries. We kept sharing best practices about the right way to approach the wellbeing of our people and customers. After people, the second thing we had to decide was, how do we ensure business continuity for our customers? We were well-prepared and digitally enabled, but some customers struggled. And we had to help them to move their employees to work from home and secure the environment. The first few weeks you wonder if this can work, are you going to continue to deliver, can you continue to support your clients? Are people safe? Can they operate this way? Is a network in India going to hold, or is it going to crash? You have all these concerns—then, it starts working.

Tyler Lawrence: As a company, your CSR efforts center on a number of themes, including the empowerment of women and the prevention of domestic violence. How did that particular focus come about for your CSR work, and how did it get put into action in the pandemic?

Aiman Ezzat: The firm is very entrepreneurial. That also applies to CSR. There are definitely themes that we support, but people come up with ideas about how to approach them. They make it happen. The initiative at Les Fontaines, an event space we own, actually came from the staff there. They said, “We have this facility, we have this connection with an NGO, and we think we can leverage our campus to be able to house these victims of domestic violence, because the confinement has caused an increase in domestic violence, but we can provide a safe haven for them and their children.”

The idea was presented to me and I said, yes, do it. That is how it happened. It wasn't part of a big brainstorming session or anything, just people who naturally thought of something, brought up the idea, got the approval, and implemented

it. It's really part of the root of Capgemini. A lot of our CSR started as individuals' or teams' or countries' initiatives.

With the pandemic, we asked, “What can we do differently?” We asked our vice president population, 2000 people, for their best ideas of how we could support our communities during the pandemic. This generated 250 ideas, and we selected some, and looked to accelerate the deployment of these globally. And that's how we created our [Social Response Unit](#) centered around the deployment of these ideas everywhere.

We supported the public assistance hospitals of Paris in deploying an application to remotely monitor patients. We set up a call center to mobilize healthcare professionals. We used 3D printers to produce face shields. We set up webpages for local businesses to promote their offerings to communities in Norway. We managed the recovery and distribution of food to people and families in difficulty in Italy and India, which served several hundred thousand families.

We worked on an app to prevent the breach of quarantines, and address individual needs for testing or hospitalization. Whenever we had some initiatives which were really outstanding, we used the Social Response Unit to try to replicate them in other parts of the world.

Tyler Lawrence: Do you think there's going to be any life for that social response unit beyond the pandemic?

Aiman Ezzat: Yes, we're actually going to use it to see how we can deploy some more of these very good ideas across the world.

Tyler Lawrence: I'm looking forward to seeing how that unfolds. What are you most proud of in terms of how Capgemini responded to the shifts over the course of the last year? What are you most looking forward to as vaccines are rolled out?

Aiman Ezzat: I'm most proud of how people responded, how the leadership team supported all the initiatives that were put in front of them. Everybody embodied the values of Capgemini in terms of how they reacted to the pandemic, how we supported our stakeholders and our society at large. I think we did that well.

It's interesting because we measure engagement. And you could imagine with remote work engagement could fall, but our engagement has been rising. That has

created some long-lasting positive impact, yet it has been difficult for some of our employees, the younger people in smaller apartments. So even when we look at returning to work, we didn't prioritize by seniority, we prioritized by who had the most difficult conditions. That's what I'm proud of, the ability of people to react to local situations and showcase what I consider to be the Capgemini values.

I'm also very proud of what we did around climate last year. The embodiment of the climate change work is, of course, the group commitment on carbon neutrality by 2025 and net zero by 2030. But beyond that, it's all the action that people have taken to improve sustainability.

Whatever happens, I think 2020 will have marked a fundamental change in the way we work, the way we interact, in the importance of issues such as diversity and inclusion and climate change. They've gained strength from the pandemic, and this will have very long-lasting effects. We are also reviewing progress on our new flexible work policies, which are being rolled out around the world to find a better work-life balance for employees.

Society is changed and it will not go back. The pandemic just accelerated the trend.

About the Expert

 **Aiman Ezzat** was appointed Chief Executive Officer of the Capgemini Group in May 2020. Since assuming the role, Aiman has overseen the integration of Altran, following its acquisition which was initiated in June 2019, augmenting the stature of the Group and enabling its pioneering of Intelligent Industry. Aiman has also reinforced Capgemini's position as a leading responsible organization: in line with the Group's purpose, unveiled in October 2020 (“Unleashing human energy through technology for an inclusive and sustainable future”), Aiman announced the Group's commitment to achieve carbon neutrality for its operations no later than 2025 and to be net zero by 2030.

During his tenure as Chief Operating Officer (from January 1, 2018 to May 2020) and prior to this as Chief Financial Officer, from December 2012 to 2018, Aiman reinforced both the Group's position as a global leader as well as its financial resilience. He also played an instrumental role in the implementation of the Group's current operating model. With more than 20 years' experience at Capgemini, he has developed a deep knowledge of the Group's main businesses and has worked in many countries, notably the UK and the US, where he lived for more than 15 years.

★ SUPPORT NEEDED ★

*I wish to have a
backyard makeover*

Kylie, 12
cancer

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