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NATIONAL BUSINESS ETHICS SURVEY® of SOCIAL NETWORKERS

New Risks and Opportunities at Work



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The Ethics Resource Center (ERC) is America's oldest nonprofit organization devoted to independent research and the advancement of high ethical standards and practices in public and private institutions. Since 1922, ERC has been a resource for institutions committed to a strong ethical culture. ERC's expertise also informs the public dialogue on ethics and ethical behavior. ERC researchers analyze current and emerging issues and produce new ideas and benchmarks that matter – for the public trust.

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About the National Business Ethics Survey® (NBES®) & NBES of Social Networkers (NBES-SN)



Since 1994, the Ethics Resource Center (ERC) has fielded the National Business Ethics Survey® (NBES), a nationally representative poll of employees at all levels, to understand how they view ethics and compliance at work. NBES generates the U.S. benchmark on ethical behavior in corporations. Findings represent the views of the American workforce in the private sector.

The NBES and its supplemental reports have provided business leaders a snapshot of trends in workplace ethics and an identification of the drivers that improve ethical workforce behavior. With every report, ERC researchers identify the strategies that business leaders can adopt to strengthen ethical cultures of their businesses. Over the years, ERC has polled and reported findings on more than 25,000 employees through our national ethics survey research.

In the 2011 NBES, ERC included a series of questions about social networks and the people who use them. The findings about these employees were intriguing and led to ERC fielding a focused survey of social networking employees. The 2012 survey of social networkers (NBES-SN) is a focused NBES study of workers in the U.S. who are on at least one social networking site. The awareness and opinions of these employees at all levels within companies were captured to reveal real-life views of what is happening within businesses and the ethics risks they face with respect to these workers.

To view past issues of the NBES, please visit our website at www.ethics.org/nbes.



Methodology

Between September 5 and September 12, 2012; 4,735 individuals were invited to participate in the Social Networkers study. Review of the data revealed that 1,612 respondents did not meet the qualifying criteria for participation, leaving 3,123 cases for consideration. Of these cases, 1,034 responses lacked sufficient, usable data to be included in the analysis. These cases were removed from all analysis, meaning that 2,089 responses¹ were from employees who met the following criteria.

Participants in the NBES of Social Networkers employees were 18 years of age or older; currently employed at least 20 hours per week for their primary employer; working for a U.S.-based, for-profit/commercial company that employs at least two people; and were active on at least one social networking site.

Invitees were randomly selected to attain a representative national distribution. All participated via an online survey (using online panels and communities). All were assured that their individual responses to survey questions would be confidential.

The sampling error of the findings presented in this report is +/- 2.1% at the 95 percent confidence level.

Survey questions and sampling methodology were established by ERC; data collection was managed by Precision Sample, LLC, and Lock Media Services, Inc. Analysis by ERC was based upon a framework provided by the Federal Sentencing Guidelines for Organizations, the Sarbanes-Oxley Act of 2002, and professional experience in defining elements of formal programs, ethical culture, risk, and outcomes.

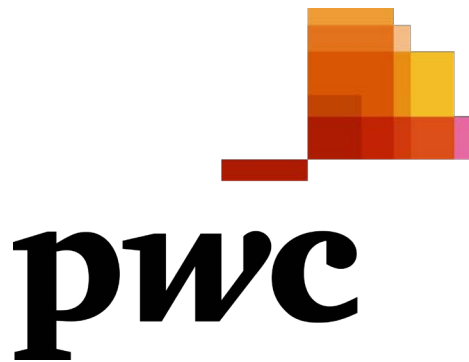
1. After weighting to adjust for sex, age, education, and active versus non- and moderately-active at work social networkers; this number adjusted to 1,908 valid responses. Overall results for the survey are reported according to these weighting factors. When reporting results for active versus non- and moderately-active at work social networkers, this factor is removed from the weighting. The number adjusts to 1,896 valid responses.

Sponsors

NATIONAL BUSINESS ETHICS SURVEY® OF SOCIAL NETWORKERS: NEW RISKS AND OPPORTUNITIES AT WORK

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The findings and conclusions of this report are those of the Ethics Resource Center alone and do not represent the views of the corporate and individual sponsors of this research project.

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1 : EXECUTIVE SUMMARY

Social Networking is changing the workplace. Ethics Resource Center data, first in the 2011 National Business Ethics Survey and subsequently in a supplemental survey of social networkers conducted in 2012, make clear that social networking is now the norm and that a growing number of employees spend some of their workday connected to a social network. More than one in ten employees are “Active Social Networkers” (ASNs) who spend at least 30 percent of their workday linked up to one or more networks.

Almost everyone is a social networker.

Three quarters of American workers surveyed in NBES 2011 reported that they belong to one or more social networks and participation is almost certainly higher than that by now. While those under 30 are most likely to belong to a social network, *social networking is not just for the youngest workers*. More than seven of ten workers (72 percent) over the age of 30 said they take part in social networking activity either at home or at work. *Active Social Networkers (ASNs) are different from their peers – and they do skew younger*. Workers under 30, for example, make up just a quarter of the total workforce, but represent about 47 percent of ASNs.

The emergence of social networking has serious implications for the work place.

The sheer frequency of social networking activity is a challenge. Nearly three out of four social networkers (72 percent) say they spend at least some time on their social networks during every workday, and almost three in ten (28 percent) say such activity adds up to an hour or more of each day they spend at work.

Very little of the online time is work-related. One-third of those (33 percent) who spend an hour or more of the workday on social networking say that none of the activity is related to work. Another 28 percent say just a small fraction (10 percent of their online time) has something to do with their job. *In other words, a growing number of workers are getting paid for time spent on personal interests.*

Note: Numbers in report are rounded. As a result, some numbers might not correspond exactly to one another.

Social networking creates new risks.

Most social networkers engage in mostly passive activity – looking at friends’ photos, observing Twitter commentary, or seeking information. But a group we call “Creators” are actively posting commentary, writing blogs, and sharing ideas – often about work – for the world to see.

Social networkers are clearly breaking old barriers and talking more freely than ever before about their jobs and their company. They say they think about the risks before posting online and consider how their employers would react to what they post. But *social networkers, and ASNs in particular, do air company linen in public*. Six of ten ASNs would comment on their personal sites about their company if it was in the news, 53 percent say they share information about work projects once a week or more, and more than a third say they often comment, on their personal sites, about managers, coworkers, and even clients. As a result, *workplace “secrets” are no longer secret, and management must assume that anything that happens at work, any new policy, product, or problem, could become publicly known at almost any time*.

In addition, *active social networkers are unusually vulnerable to ethics risks* – witnessing more misconduct and experiencing more retaliation when they report it than their work colleagues. A majority (56 percent) of ASNs who reported the misdeeds they witnessed experienced retaliation as a result, compared to fewer than one in five (18 percent) of other employee groups.

Social networking also offers opportunity.

Social networkers say their companies should jump into social networking with both feet for a variety of purposes, and many would be willing to use social networking time to advocate for their companies. Many companies already use social networking to communicate externally about products and services. Currently, the vast majority of companies use social networking to present a positive brand image and promote good things the company is doing in the community (71 percent and 65 percent, respectively). *Creative businesses can also use social networking to their advantage in terms*

of workplace ethics, using it internally to reinforce company values and build workforce loyalty and cohesion. More than five of ten ASNs believe that social networking tools can build trust in managers (55 percent) and inform and educate employees on ethics issues that may arise at work (54 percent). As it stands today, however, many of these opportunities are missed. Less than half of all companies use social networking to help senior leadership communicate company values (42 percent); to build trust in managers (36 percent); and to inform and educate employees on ethics issues that may come up in their work (36 percent).

The risks are manageable.

ERC surveys find that clear policies, effective training about the use of social networks, and an ongoing commitment to an ethical culture in which employees act with integrity can mitigate the risks presented by social networking at work. In companies with both social networking policies and training, employees are more mindful of what they post, think harder about the implications of online activity, and spend less of their work time online.

Where policies are in place, half of social networkers say it is unacceptable to publicly post comments about their company even when they do not identify it. Without policies, only 40 percent say such posts are unacceptable. In companies with social networking policies, 88 percent consider their employer's reaction before making work-related posts, compared to the 76 percent in companies without social networking policies.

The impact is greater still when policies are accompanied by training. National Business Ethics Survey of Social Networkers' (NBES-SN) data show that 85 percent of managers with social networking training consider how their direct reports' posts affect the company, compared to 60 percent who consider the implications in the absence of training. And, the percentage of social networkers who say none of their workday social networking is work-related falls to 32 percent from 50 percent if they have had training.

What companies should do.

Social networking builds on a general trend toward workplace transparency, and companies should assume it is here to stay. Successful efforts to address it will require flexibility as a “just say no” approach is untenable. Indeed, companies should assume that almost every employee will eventually join a social network and that most of them will be tempted to spend at least a few minutes of the workday engaged in online activity.

ERC has identified several strategies for addressing social networking, but four are particularly critical. We believe that, among other things, companies should:

- Develop broad-based strategies and social networking policies grounded in ethics and values, not merely compliance, so that employees are able to handle novel situations in an environment that continues to evolve.
- Establish a social networking policy sooner rather than later and reinforce it with training to reduce ethics risks for employees and management alike. Importantly, rules must reflect today’s realities so that workers are more likely to abide by them.
- Take advantage of social networking to enhance internal and external communications, especially outreach to employees to reinforce the company’s ethics culture.
- Invite social networkers to help shape social networking policy and to help the ethics/compliance function engage employees through social networking.

The risks and opportunities created by social networking in the workplace are profound. Social networking is wiping out old boundaries, exposing the workplace to greater public scrutiny and creating risks that never existed before. But with careful thought and constructive policies that reflect today’s world, companies can mitigate risks and also harness the power of social networking to build stronger cultures and advance their businesses.

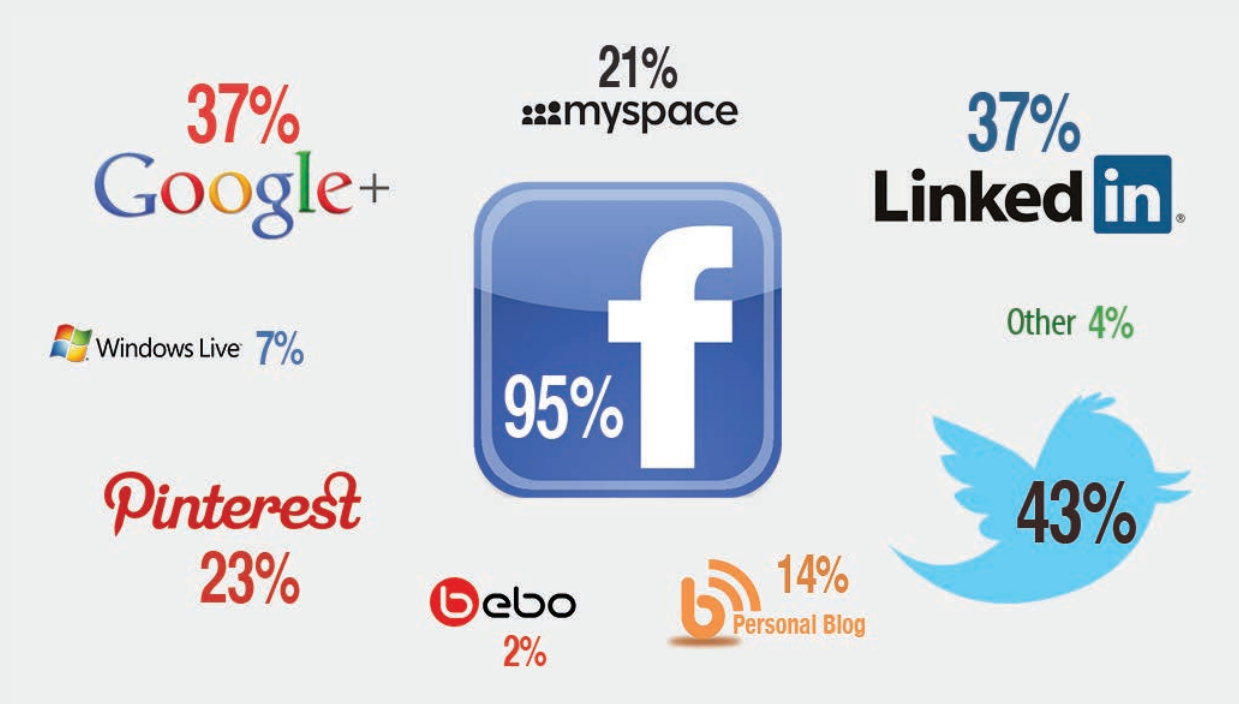
2: SOCIAL NETWORKING: INTRODUCTION

One of Monticello's greatest treasures is Thomas Jefferson's polygraph, a machine which allowed two copies of a document to be written at the same time; he called it "the finest invention of the present age"¹. Over 150 years later, in 1959, the first Xerox was introduced², quickly generating numerous copies at the touch of a button. Now, social networking allows information to travel far and wide almost instantaneously and, more and more, is changing the way work gets done. Whereas once company leaders had to decide whether to allow employees to use the office copier to duplicate tax returns, they are now having to decide how much time online is too much, what should and should not be shared, and what strategies are best for using social networking effectively.

1. "Polygraph." Thomas Jefferson's Monticello. Accessed April 17, 2013. http://www.monticello.org/site/house-and-gardens/polygraph#footnote2_kdgsetg

2. "The Story of Xerography." Xerox. Accessed April 17, 2013. http://www.xerox.com/downloads/usa/en/innovation/innovation_storyofxerography.pdf

FACEBOOK IS THE TOP SITE FOR SOCIAL NETWORKERS



It is well known that social networking is changing the way people interact. Whether connecting with online “friends,” swapping tales with folks who share a hobby or interest, shopping for their next job, or sharing viewpoints with a Tweet, more and more people every day are reaching out through social networks. In just a few short years, Facebook, Twitter, LinkedIn, MySpace, and Google+, among others, have become a routine part of Americans’ vocabulary.

Data collected by the Ethics Resource Center – first in its 2011 National Business Ethics Survey (NBES 2011) and again in a supplemental survey of social networkers (NBES-SN) conducted in 2012 – make clear that social networking is also changing the world of work. In the report that follows, ERC explains how *social networking (SN) is affecting the way work gets done, reshaping ideas about transparency and confidentiality, and even altering attitudes about the type of conduct that is acceptable in the workplace.*

KEY TERMS



SNWs

Social networkers, i.e., those who belong to one or more social networks



NSNs

Non-work social networkers, i.e., social networkers who spend none of their workday on social networking sites



MSNs

Moderate social networkers, i.e., social networkers who spend some, but less than 30 percent, of their workday on social networking sites



ASNs

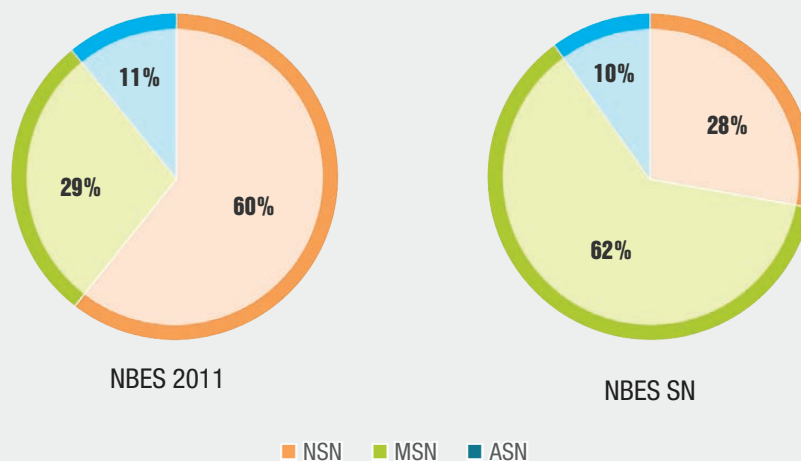
Active social networkers, i.e., social networkers who spend 30 percent or more of their workday on social networking sites

3: THE EVOLVING WORKPLACE: (ALMOST) EVERYONE IS A SOCIAL NETWORKER

Social networking is becoming the norm. Three-quarters (75 percent) of all workers surveyed in NBES 2011 reported that they belonged to one or more social networks. It turns out, perhaps surprisingly to some, that it is not just the youngest workers that belong to social networks. Eighty-three percent of all workers under the age of 45 reported belonging to a social network, and the percentage of social networkers (SNWs) in the 30-44 age group (81 percent) differed only slightly from the percentage of social networkers in the 18-29 age group (85 percent). Even among 45-63 year-old workers, two-thirds (67 percent) said they belonged to one or more social networks. In fact, the vast majority (72 percent) of social networkers are over the age of 30. Furthermore, a comparison of the ages of social networkers to those of the overall U.S. working population shows that the two are similar, albeit with social networkers skewing slightly younger than the working population as a whole.

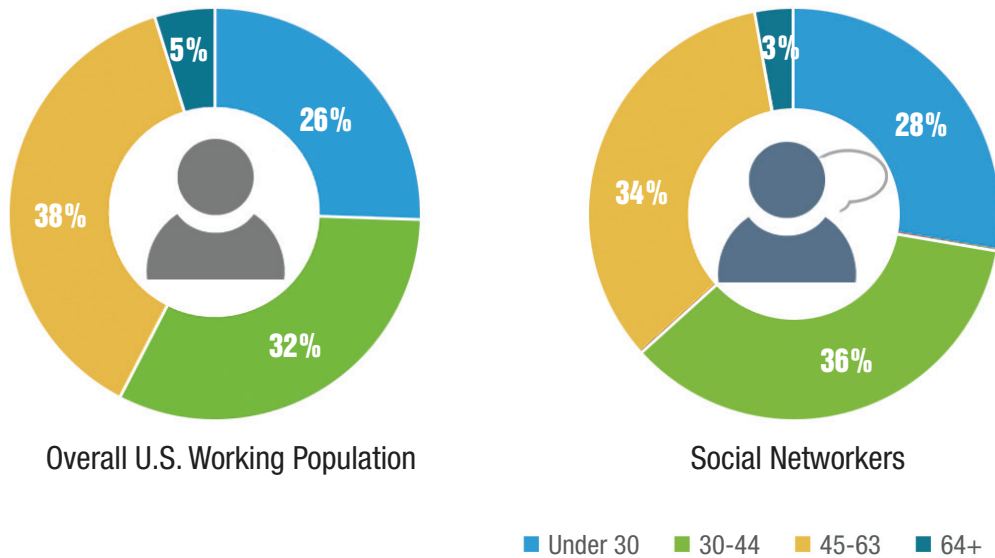
SOCIAL NETWORKING AT WORK

THE PERCENTAGES OF EMPLOYEES WHO ARE & WHO ARE NOT SOCIAL NETWORKING AT WORK



NOTE: Intentional oversampling of the social networking population for the NBES-SN likely accounts for some of the increased size of the MSN population.

AGE DISTRIBUTION OF SOCIAL NETWORKERS MIRRORS OVERALL U.S. WORKING POPULATION



Analysis of other demographic factors³ confirms the pattern. Breakdowns of the social networking population by gender, management level, intent to stay, education, union status, and compensation status (hourly or salaried) make it clear that *the population of social networkers closely mirrors the overall working population in the U.S.* Additional analysis reveals that company type also seems to have little bearing on social networking activity. Whether comparing public vs. private companies; company type (domestic, U.S. multinational, or foreign company operating in the U.S.); and even companies of different sizes; the percentage of social networkers in each group is reflective of the U.S. workforce as a whole.

3. The greatest disparity between the social networking population and the U.S. workforce as a whole occurs around the issue of tenure. Workers with the shortest (less than one year) and longest (11 years or more) tenure are underrepresented in the social networking population.

4 : SOCIAL NETWORKING AT WORK: WHO'S DOING IT, AND HOW?

The population and demographics of “during-work” social networkers are reflective of the composition of the U.S. workforce as a whole.

Non-management employees and employees who intend to stay with their company for five years or more account for a larger percentage of NSNs than one would expect, meaning that these employee groups are unusually *unlikely* to engage in social networking during the workday. On the other hand, employees under age 30 and middle and top managers are a disproportionately small percentage of NSNs, i.e., they are more likely to engage in social networking during the workday.

LESS LIKELY TO SOCIAL NETWORK AT WORK ⁴	MORE LIKELY TO SOCIAL NETWORK AT WORK ⁵
Employees who intend to stay at their companies for five years or more	Workers under age 30
Non-management employees	Middle managers
	Top management

An investigation of active social networkers (those who are on social networks for 30 percent or more of the workday) reveals striking differences between the ASN population and the U.S. workforce as a whole. The under-30 group accounts for 47 percent of ASNs, according to NBES 2011, even though they make up only about a quarter of the total work force. Workers between the age of 30 and 44 are not far behind, accounting for 40 percent of ASNs. The 45-63 age group accounts for about 13 percent of all ASNs.

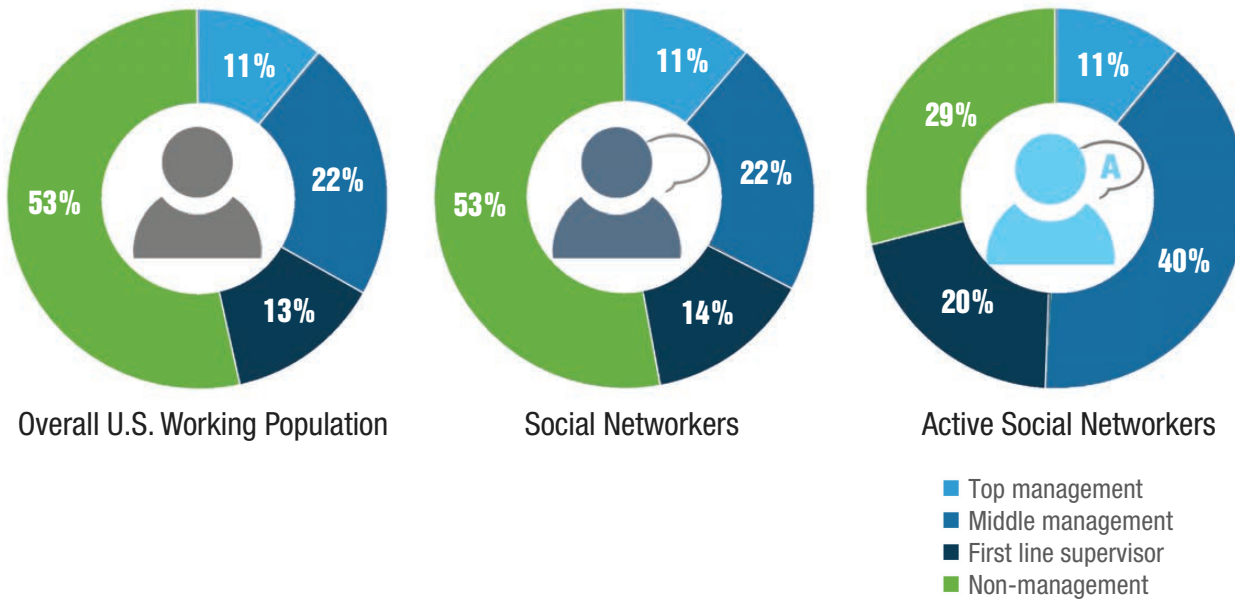
ASNs can also be found at all levels of the company, including the most senior ranks, which account for 11 percent of workers who spend 30 percent or more of the work-

4. Compared to their presence in the overall working population, these employee groups are more likely to be NSNs, who do not social network during the workday. For example, while non-management employees are 53 percent of the U.S. workforce, they are 63 percent of non-work social networkers.

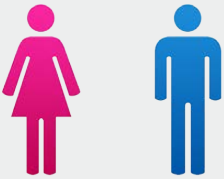
5. Compared to their presence in the overall working population, these employee groups are less likely to be NSNs, who do not social network during the workday. For example, while 13 percent of the U.S. workforce is top managers, they account for only 4 percent of non-work social networkers.

day on social network activity. Four of ten ASNs belong to middle management; non-managers account for 29 percent of ASNs; and first-line supervisors make up 20 percent of the group. The ASN population is far more management-heavy than the U.S. workforce, and even social networkers, overall.

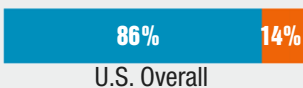
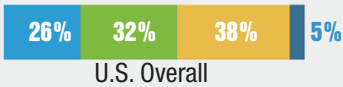
ASNs ARE MORE LIKELY TO BE MANAGERS AND SUPERVISORS



COMPOSITION OF THE U.S. WORKFORCE



■ Under 30 ■ 30-44
■ 45-63 ■ 64+



As these two examples make clear: **ASNs are different than other social networkers.** Certain employee groups are far more likely to be active social networkers, while others are a disproportionately large portion of the ASN population. The same is true for different kinds of companies; ASNs are disproportionately common in some kinds of workplaces.

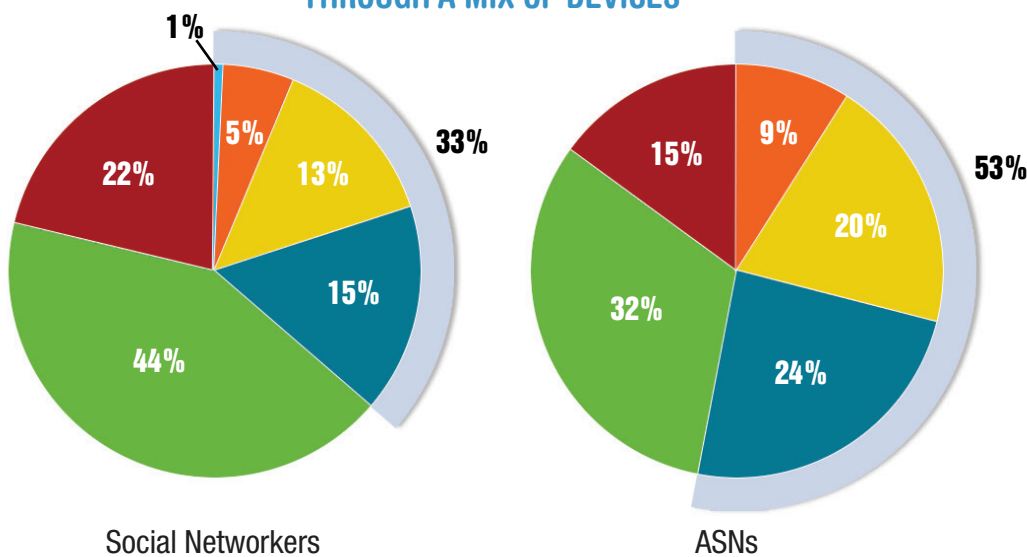
LESS LIKELY TO BE ASNS ⁶	MORE LIKELY TO BE ASNS ⁷
Females	Males
Employees in companies with 10K employees	Employees in publicly-traded companies
Employees in privately-held companies	Workers under age 30
Workers aged 45-63	Workers aged 30-44
Workers age 64+	Workers with some college or a technical degree
Workers with less than a HS degree	Workers with three to five years tenure
Workers with less than one year tenure	Employees who intend to stay one to two years
Workers with 11 or more years tenure	Employees who intend to stay three to five years
Employees who intend to stay five years or more	Middle managers
Non-management employees	First line supervisors
Non-union workers	Members of unions
Hourly employees	Salaried employees

6. Compared to their complement, these employee groups are less likely to be active social networkers. For example, eight percent of women are active social networkers, compared to 13 percent of men who are ASNs.

7. Compared to their complement, these employee groups are more likely to be active social networkers. For example, 18 percent of those under 30 are active social networkers, compared to four percent of 45 - 63 year-olds who are ASNs.

Not only do ASNs spend more of their day online, they tend to access social networks in more ways. ASNs are more likely to access social networks through a combination of work and personal equipment; most (53 percent) use both to access social networks. In contrast, a plurality (44 percent) of moderate social networkers uses exclusively their personal devices, and a third (33 percent) of moderate social networkers uses both sets of resources. It is worth noting that only 22 percent of moderate social networkers and 15 percent of ASNs access social networks through only their company's equipment, meaning that management's efforts to monitor use or control access impact only a small portion of the social networkers⁸.

ASNs MORE LIKELY TO ACCESS SOCIAL NETWORKING THROUGH A MIX OF DEVICES



- Other equipment
- Both work and personal equipment equally
- Both, but more through personal equipment
- Both, but more through work equipment
- Only through my own personal equipment (e.g. computer, mobile phone)
- Only through equipment provided by my co. (e.g. computer, mobile phone)
- Use both work and personal equipment

8. Indicative of intentional efforts to avoid management scrutiny and control, 38 percent of social networkers use their personal equipment exclusively in companies that block access to certain Web sites. When management does not block access, use of personal equipment alone to access social networks is 27 percent.

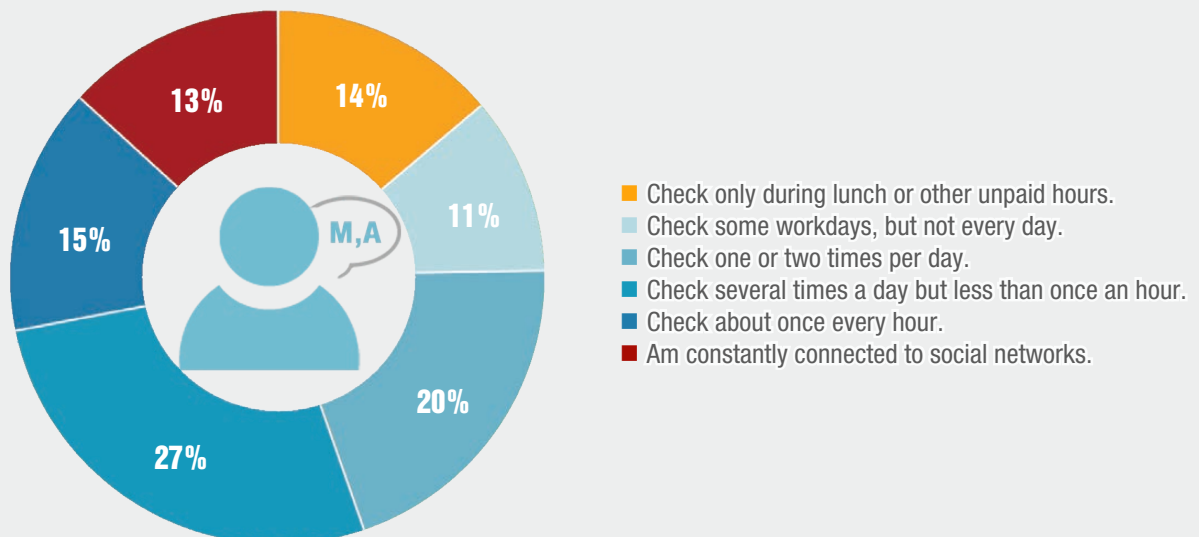
5: SOCIAL NETWORKING: INNOCENT DIVERSION, POTENTIAL DISTRACTION, OR OUTRIGHT MISCONDUCT?

The emergence of social networking during the workday might be tolerable if it were a once-in-a-while event. Flexibly accepting some day-to-day variation in performance may, in fact, be smart management. But extensive use of social networks during the workday is no longer a “once-in-a-while” event.

The NBES-SN reveals that more than one in four workers (29 percent) have observed social networking activity by colleagues that interferes with work. The data also show that almost three out of four social networkers (72 percent) spend time during each workday on social networking sites, and almost three in ten of them (28 percent) spend over an hour on networks. While some employees do confine their activity to the lunch hour to avoid cutting into their work commitments, at 14 percent, the lunch-only group is a small minority of social networkers. Nearly as many (13 percent) are online all day; among ASNs, nearly two out of five (39 percent) are constantly connected.

Not only is social networking during the workday becoming commonplace, the data make clear that most social networking time is personal. Indeed, 33 percent of workers who connect for an hour or more during the workday say that none of their social networking time is related to work, and an additional 28 percent say only a small

MOST EMPLOYEES ARE ON SOCIAL NETWORKS MULTIPLE TIMES EACH WORKDAY



Moderate and Active Social Networkers

fraction (10 percent) involves work. Overall, two out of five social networkers who connect at work spend an hour or more on social networking sites during the workday for personal use.

The growing intrusion of social networking into the workday raises a threshold question about whether this diversion from the workday is, itself, a violation of company ethics rules and the employee's obligation to provide a full day of work for a full day of pay. When workers spend one, two, three, or more of the eight hours for which they are paid doing something besides work, it costs the company productivity and money; many companies consider such behavior time theft.

Already, social network use is a form of misconduct for some employers. One in four (24 percent) companies with social networking policies⁹ prohibit non-work use of social networks. Furthermore, well over half (61 percent) of all hourly employees—who should be paid for only time spent *working*—say that none of their social networking time is work-related¹⁰.

For a growing number of employees, using a large chunk of their day for social networking activity unrelated to work is becoming standard behavior—and it imposes real costs on the organization.

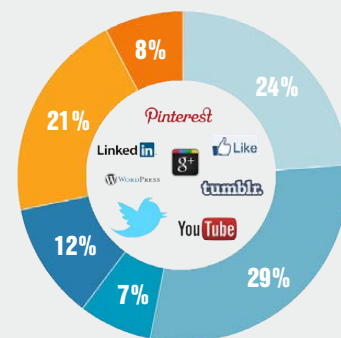
9. According to NBES-SN data, about 32 percent of companies have social networking policies.

10. Compared to salaried workers, hourly employees are more likely to use their personal equipment to access social networks and to go online only during unpaid time (e.g., lunch). These tendencies might suggest that some hourly workers intentionally circumvent oversight while others make a concerted effort to adhere to the rules; it is also likely that some hourly employees do not have access to social networks via company equipment and/or during paid time.

79 PERCENT

of social networkers work at companies that block access to certain sites on the Internet

Most Social Networking Policies Bar Personal Use During Paid Work Hours



- Allowed to use SN for work only
- Personal use of SN allowed only on breaks
- Personal use of SN allowed for specified length of time
- Amount of personal use of SN does not matter as long as you get your work done
- Have SN policy, but it is none of the above
- Have SN policy, but I'm not sure what it is

6: NEW REALITIES, NEW CHALLENGES

No matter which way the organization approaches the issue of work time lost to social networking, the way employees use social networking – what they do and say there – is creating a new reality. The workplace is increasingly becoming a public square, where employees turn away from work to attend to personal matters and may share their work experiences with hundreds or even thousands of friends and followers online. Workplace “secrets” are no longer so secret. Old boundaries are eroding. Companies’ control over information about their business is slipping away.

As a result, organizations face a range of potential new risks and new questions about their ability to control what employees do at work. Among the broad questions: Can companies set policies that are flexible enough to accommodate the changing social dynamics of the Internet age, but are clear enough to be enforced and limit risk? Can organizations build strong ethics cultures, in which workers at all levels act with integrity and honor the privacy rights of coworkers, customers and business partners at a time when anything that happens in the workplace could turn up on a social network?

Is Social Networking Altering Reporting Relationships?

NBES-SN data also indicate that social networking alters the dynamics of traditional workplace hierarchies as a growing number of supervisors link online with their direct reports as a “friend,” “follower” or other connection. All told, more than four out of ten (42 percent) supervisors enjoy an online connection to an underling, and among ASNs, the incidence of such linkages rises to 60 percent¹¹. And, for both moderate and active social networkers, supervisors say their employees’ posts affect the way they think about their direct reports. Two-thirds (66 percent) of supervisors who are ASNs say the posts help shape their attitude; almost half (48 percent) who are MSNs say the posts have an impact on their thinking. Interestingly, among non-management employees, ASNs are more likely than MSNs and NSNs to say that they would be embarrassed if their employer had access to personal social networking sites (38 percent, 29 percent, and 23 percent, respectively).

11. This compares to 28 percent of Non-work Social Networkers (NSNs) and 43 percent of MSNs.

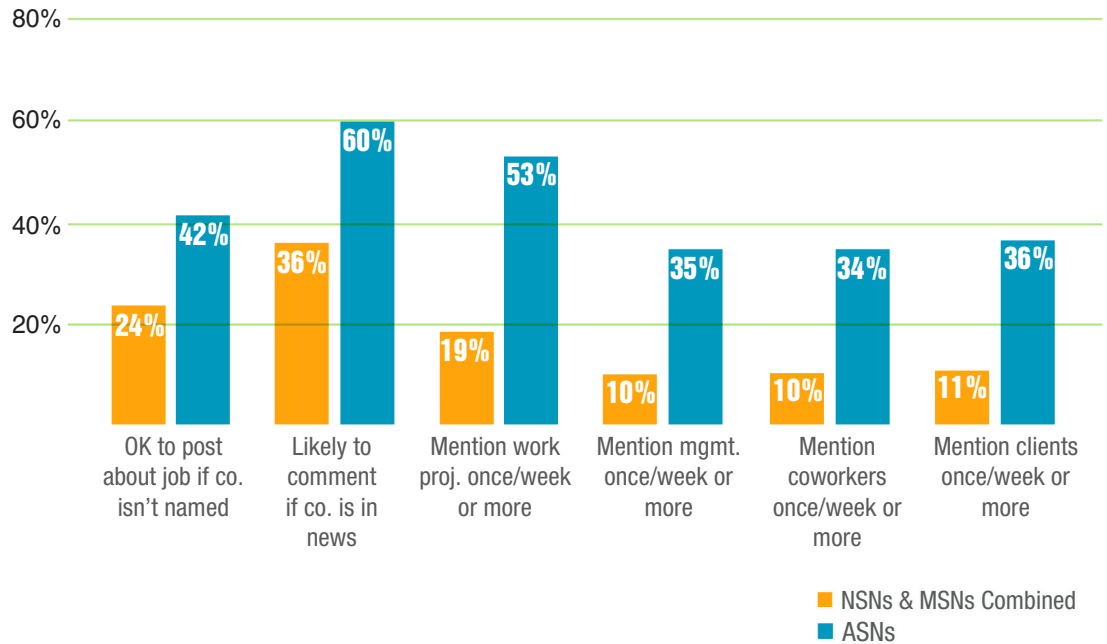
Already, social networkers are breaking old barriers and talking more freely than ever before about their jobs, their company, their client, and what they think about their coworkers and managers.

On the positive side, most social networkers are sensitive to the risks that public conversations can present for the company and they at least consider the implications before posting about workplace issues online. The vast majority, 79 percent, of social networkers consider how their employer would react before posting something work-related on a personal social networking site, and more than six of ten (64 percent) consider how their employer would react to personal information posted to a personal site. Supervisors who connect to social network sites during the day are especially sensitive to how their posts will be viewed. Among supervisors who spend 10 percent or more of their workday engaging in social networking, 84 percent say they consider what their direct reports will think upon seeing the post.

Only about one in four social networkers (26 percent) say it is acceptable to post about their job even if they do not identify their employer. Most (61 percent) say they would be unlikely to comment about their company being in the news on a social network. Further, a majority of social networkers (53 percent) say they never mention work projects on their personal sites and never discuss their opinions about management (68 percent), coworkers (67 percent) or clients (72 percent).

Encouraging as those numbers are, however, a significant number of workers do air company linen, dirty or otherwise, in public; and much of this is driven by the posting done by ASNs. For example, 60 percent of active social networkers would comment about their company if it was in the news and one quarter say they would be “very likely” to comment. Most ASNs (53 percent) share information about work projects once a week or more, and more than one third of them share information about managers, coworkers and clients/customers, according to NBES-SN data.

ASNs MORE LIKELY TO REVEAL COMPANY INFORMATION



This willingness to share drives home a critical reality for management: *worker-driven transparency has reached the workplace. Management must assume that anything that happens at work; any new policy, product, or service; or any problematic development could become publicly known even without an official announcement.*

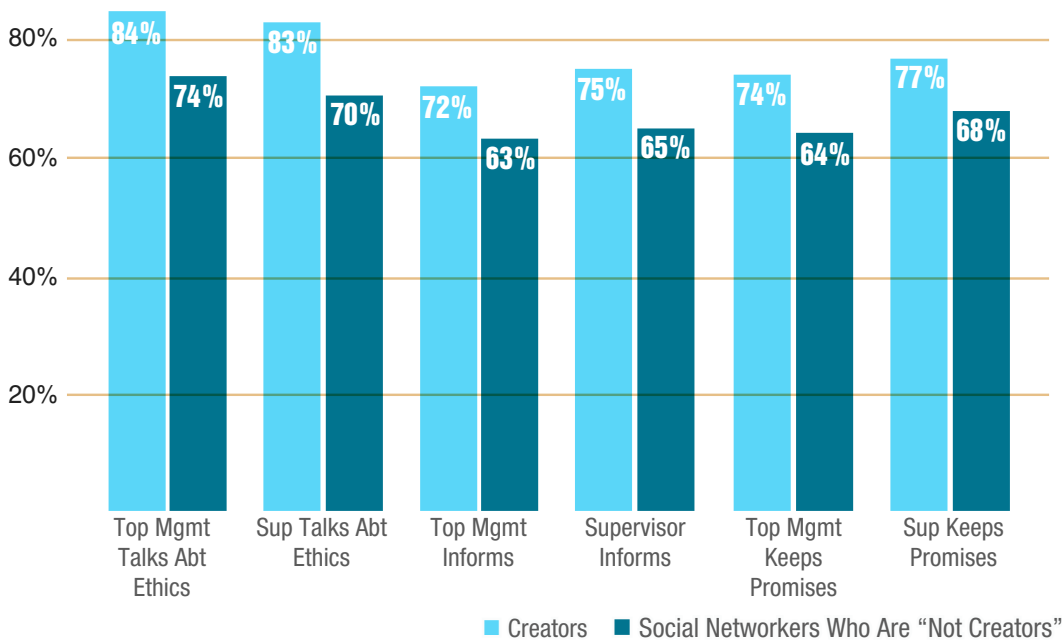
To be sure, not every social networker actually posts comments and some social networkers are relatively passive. Over eighty percent of social networkers “connect” (83 percent) or “consume” (84 percent) – looking at friends’ photos, seeing what they do, observing Twitter commentary, or reaching out for information to read, watch and learn. But more than half (55 percent) are “creators,” who post commentary, write blogs and otherwise share their thoughts and experiences, including about work.

Creators represent the highest reputational risk to organizations because they may share information whether the company approves or not. A sizeable number of creators post weekly or daily about work projects (33 percent), management (20 percent), coworkers (18 percent), or clients/customers (20 percent). Furthermore, creators can

turn a dispute into a “cause” that others rally behind. Almost half of creators (48 percent) would be likely to comment on their personal sites if their company were in the news, compared to only about one of four (27 percent) other social networkers¹² who are not “creators.”

The news is not all bad, though. Compared to the “non-creators,” creators are more likely to have positive views of the company’s commitment to workplace integrity, i.e., the strength of its ethics culture. They are more likely to agree that management publicly promotes the importance of ethics; is transparent with employees; and upholds promises and commitments.

CREATORS HAVE MORE POSITIVE VIEWS OF MANAGEMENT’S COMMITMENT TO ETHICS



12. Differences between these numbers and those cited in the previous section (“Transparency and Privacy” p. 27) are the result of skip patterns. Also, the earlier data indicated the percent of social networkers who would not comment, whereas this refers to the percentage who would post.

These online *activists also offer a potential opportunity for the company*. If they choose, creators can advocate for the company, promote it as a good place to work, tout its products and services, engage coworkers in order to boost camaraderie, share ideas about making the company even better and publicly share a positive view of coworkers and culture.

Indeed, some companies are already reaching out to their own social networks, encouraging them to become “ambassadors” who engage both internal and external audiences to share information about the company, enhance its image, and help it tell a positive story. Among social networkers, more than one in five (23 percent) say they have been asked by their employer to talk about the company on a social networking site. This is something we did not imagine even five years ago. It is hard to know where we will be five years hence.

The data do not tell us why, but they make clear that by almost *every measure, active social networkers face greater ethics risks than their less active or non-networking peers*. They witness more misconduct, report more pressure to compromise standards, and experience more retaliation for reporting misconduct than their less active colleagues.

According to NBES 2011, about seven of ten ASNs (72 percent) observed misconduct in the work place during the previous 12 months, compared to 56 percent for all other U.S. workers.¹³ And, that pattern is consistent among the variety of behaviors observed. In all categories, ASNs are more likely to observe misconduct than are other employees [See Appendix A p. 42 for the list of observed behaviors]

Although they reported this misconduct at a somewhat higher rate than other U.S. workers (73 percent to 66 percent), ASNs were *far more likely* to experience some form of retaliation. Well over half (56 percent) of active social networkers said they endured retaliation after blowing the whistle compared to 18 percent of other U.S. employees who reported retaliation.

		NBES 2011	
		ASNs (30% or more of workday)	Other U.S. Workers
	Reporters Who Experienced Retaliation	56%	18%
TYPES OF RETALIATION	Relocated or reassigned	72%	31%
	Verbally abused by supervisor or someone else in management	71%	58%
	Supervisor or management excluded from decisions and work activity	71%	54%
	Verbally abused by other employees	71%	50%
	Almost lost job	71%	47%

Table continued next page.

13. Other U.S. workers are those who are not active social networkers. They include those who do not use social networking at all, and those who are non- or moderately-active social networkers.

		NBES 2011	
		ASNs (30% or more of workday)	Other U.S. Workers
TYPES OF RETALIATION	Harassment online	71%	22%
	Other employees gave a cold shoulder	70%	65%
	Hours or pay cut	67%	34%
	Experienced physical harm to person or property	67%	23%
	Harassment at home	66%	26%
	Demoted	63%	28%
	Not given promotions or raises	62%	59%
	Other	12%	16%

Active social networkers are also significantly more likely than less active networkers to observe troubling behavior among colleagues who interact online. They are significantly more likely to observe all but one (13 of 14) type of misconduct asked about in the NBES-SN. For example, ASNs are more likely to witness cyber-bullying (12 percent v. 4 percent) and sexual harassment online (8 percent v. 3 percent), according to NBES-SN. [See Appendix B p. 44 for the list of observed behaviors]

More broadly, *active social networkers are more tolerant of behavior that deviates from long-standing norms*. NBES 2011, for example, found:

- 42 percent would blog negatively about company or colleague;
- 51 percent would do less work to compensate for cut in pay or benefits;
- 50 percent would keep a copy of confidential work documents for possible use in next job; and
- 46 percent would take work software to use on their personal machine.

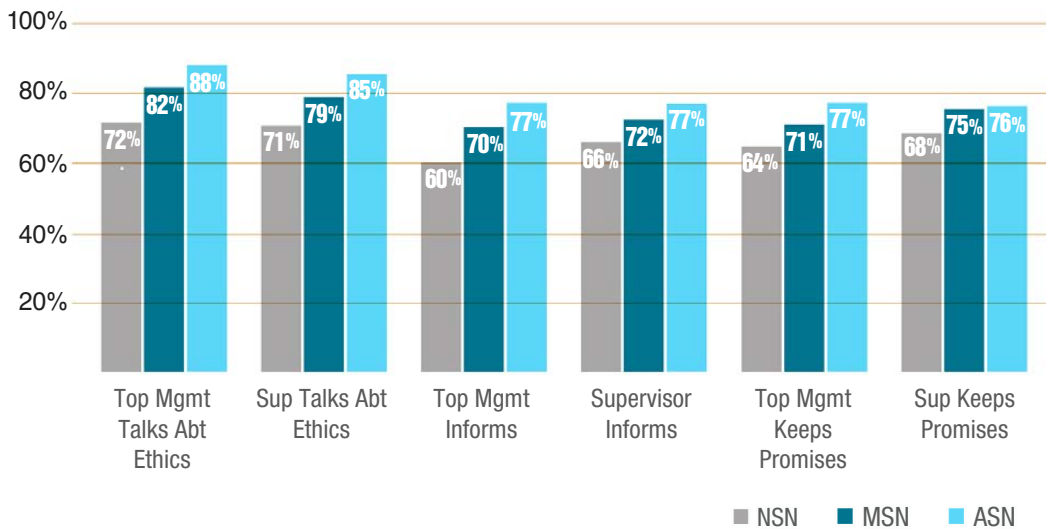
By comparison only 8 percent of other U.S. workers say they would post a negative blog about company or coworker, just 14 percent would do less work to compensate

for a loss of pay or benefits, 17 percent would keep a confidential document for use on a new job, and 9 percent would take work software home for their personal use.

Active social networkers also appear less wedded to their current jobs, according to NBES 2011. More than seven in ten (72 percent) of ASNs said they were likely to change employers within the next five years, compared to just 40 percent of other U.S. workers (and 38 percent who do not engage in social networking at all). That is not surprising given the high levels of retaliation they experience. Importantly for companies, weaker job attachment might increase ethics risk if it also reduces workers' commitment to company rules and policies. As it is, according to NBES-SN, 24 percent of ASNs think that their company's social networking policy is too strict (compared to 16 percent of NSNs and MSNs).

Despite the many reasons to be concerned about ASNs as a group, leaders should feel encouraged by the fact that ASNs have positive views of management's commitment to ethics. Actually, as social network use increases, so do employees' perceptions of management's dedication to workplace integrity. Compared to NSNs, significantly more ASNs believe that managers and supervisors publicly promote the importance of workplace ethics, are transparent about issues impacting employees, and keep their promises and commitments.

AS SOCIAL NETWORK USE INCREASES, PERCEPTION OF MANAGEMENT INCREASES



Addressing the risks of social networking is important, but it should not be companies' only concern. Corporate communications departments now devote substantial resources to monitoring social network activity to assess public attitudes about their company, and to utilizing it as a forum for press releases and other public statements issued on the company's behalf. Social networks also provide an increasingly important platform for marketing, advertising, and other efforts such as lobbying on public policy issues.

Companies should recognize the potential benefits of social networking as a vehicle to enhance both internal and external communications and help build stronger ethics cultures. Ethics and compliance officers can use social networking to educate employees about company principles and policies, and to remind workers that ethical performance matters. The message is even more powerful when the CEO goes on a popular site to reach out to employees about what he or she expects. Unfortunately, the NBES-SN suggests that, as a group, companies have been slow to seize the opportunities, especially for internal communications about ethics and integrity.

The first opportunity may be learning from the company's own social networkers. By knowing what they do online, how they communicate, and what does and does not resonate with them; companies can learn ways to harness the power of social networking to enhance their corporate reputation and strengthen employees' commitment to ethical performance.

Importantly, social networkers want their company to take advantage of social networking's power. While some might be wary of company intrusion into the networking space, most believe their companies can and should become strong participants in the social networking world.

Most social networkers believe their company is reasonably successful in using social networking to reach out to external audiences. For example, seven of ten (71 percent) say the company is successfully presenting its brand image through social networking. Almost two-thirds (65 percent) say the company is successfully using networking tools to promote its work in the community; and 56 percent say it helps the company do a better job of responding to client and customer concerns. Still, there is room for

improvement as two out of five (40 percent) companies have not successfully taken advantage of social networks for external outreach.

SUCCESSFUL USE OF SOCIAL NETWORKING

SOCIAL NETWORKING OPPORTUNITY	SUCCESSFULLY USED IN COMPANIES
Externally to present a positive brand image	71%
Externally to promote new products, services, and/or programs	68%
Externally to promote the good things the company is doing in the community	65%
Externally to announce new business deals	63%
Externally to capture new ideas	56%
Externally to improve quality of company's responses to concerns from clients	56%
Externally to improve quality of company's responses to concerns from outside interests	52%
Internally to build company loyalty	51%
Externally to recruit potential candidates	49%
Internally to facilitate teamwork	46%
Internally to allow employees to submit ideas	45%
Internally to celebrate outstanding performance by employees	45%
Internally to foster employee camaraderie	44%
Internally to celebrate personal milestones (e.g., birth of a child, wedding, anniversary)	42%
Internally to help senior leadership communicate company values	42%
Internally to increase productivity	41%
Internally to improve response to employee concerns	40%
Internally to inform and educate employees on ethics issues that may come up in your work	36%
Internally to build trust in managers	36%
Internally to create a forum to discuss ethics issues related to your work	31%

Companies have been slower to embrace social networking for internal communication. Fewer than half of companies (46 percent) take advantage of social networking *internally*, and social networkers generally consider this omission a disappointment. Approximately 50 percent of social networkers surveyed in NBES-SN say their companies are not doing anything with regard to each of twelve different internal activities that could help the company. Specifically, 34 percent say their companies should create a forum to discuss ethics issues in the workplace. Thirty-two percent say that companies should use social networking to build trust in managers and thirty-three percent say social networking should be used to educate employees about ethical performance. About the same percentage (32 percent) say social networking can help senior leadership do a better job of communicating company values.

Interestingly, active social networkers have more positive views of their companies' efforts to promote integrity and workplace ethics through social networking. Among employee groups, they are the most comfortable with the internal use of social networking to promote ethics and integrity. The data suggest that in this area, too, ASNs are moving boundaries. Just as they are enthusiastic about social networking in their own lives, they seem at ease with companies using the same tools. On the other hand, workers who are less avid or have not yet tried social networking, may regard company use of this new tool as a violation of boundaries or an invasion of privacy.

Asked about their company's current use of social networking, ASNs award relatively high marks. Six of ten ASNs surveyed in NBES-SN believe their company is successfully using social networking to help senior leadership communicate company values. More than five of ten also believe that social network tools are helping build trust in managers (55 percent); inform and educate employees on ethics issues that may arise at work (54 percent); and as a forum to discuss ethics issues (53 percent). Active social networkers are also far less likely than NSNs and MSNs to resist the use of social networking as a tool to promote ethics and integrity in the workplace.

Companies cannot roll back the clock and return to a time when workers' resolutely divided the workplace from the rest of their life. But, *just as they can use social networking to educate employees about company values and the importance of ethical performance, companies also have the ability to reduce the risks from employees' use of social networking.*

NBES-SN data connect clear, consistent policies for Internet use and social networking with increased mindfulness about social networking conduct and use. Policies typically impose conditions on social network use, limiting it to work-related activity or break times. About one in ten policies are more general, saying it is allowed so long as work gets done.

The majority of companies have been slow to establish policies on social networking. While almost three-quarters of companies (72 percent) have adopted codes of conduct, only 46 percent have established rules for Internet use and fewer than one-third (32 percent) have rules relating to social networking. That deficiency translates into greater risk because the absence of clear guidance means that employees may be more likely to make the wrong choice. On the other hand, *when rules are in place, employees are more likely to limit what they do online.*

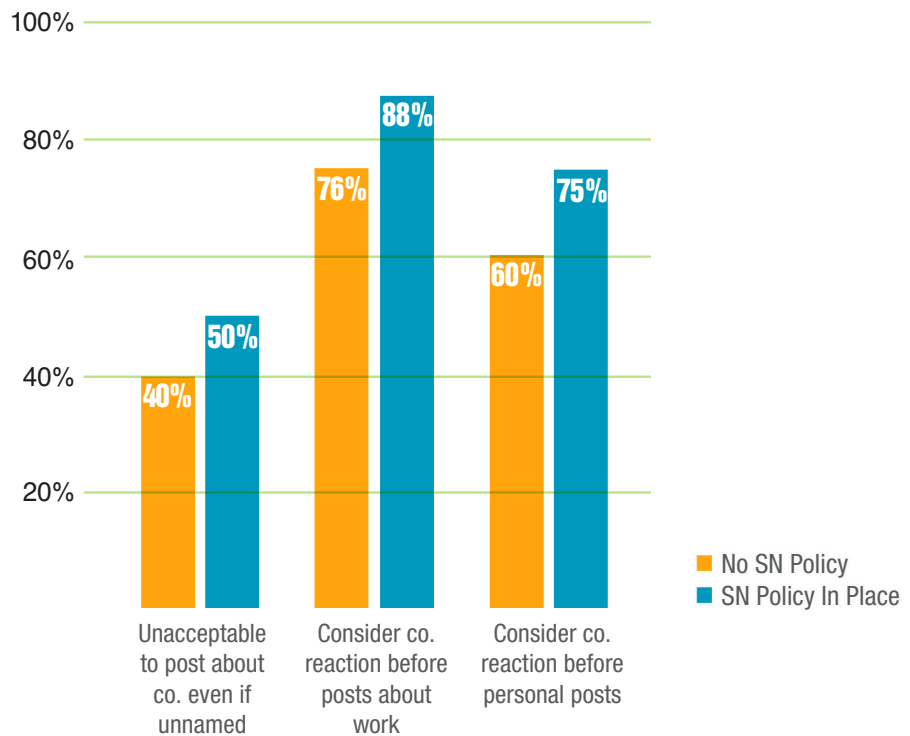
NBES-SN shows, for example, that at companies with a social networking policy half of social networkers say it is not acceptable to post about their company even if it is not identified. In the absence of a policy, just 40 percent of social networkers believe it is unacceptable to post about their company – a ten percentage point¹⁴ swing in opinion.

Social networkers also think harder before posting when a company has an established social networking policy. Social networkers at companies with social network-

14. Percentage points express the percentage point change. For example, while an increase from 5 percent to 10 percent would be a 100 percent increase in magnitude, it would only be a 5 percentage-point increase.

ing policies are more likely than employees at non-policy companies to consider employer’s reactions before making both work-related posts (88 percent vs. 76 percent) and personal posts (75 percent vs. 60 percent). And it does not appear that this is the result of policies coercing more appropriate employee behavior. With or without a policy, similar percentages of employees (70 and 72 percent respectively) do not feel that their employer violates their boundaries of social networking space.

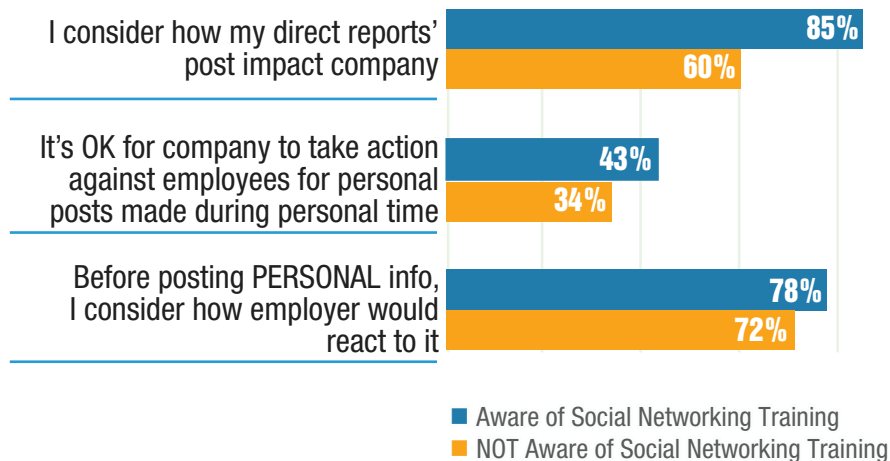
**SOCIAL NETWORKING POLICY LINKED
TO MORE SCRUPULOUS ATTITUDES ABOUT SOCIAL NETWORKING**



In order to properly follow established policies, employees must have a clear understanding of the policies and their implications, as well as how they relate to real-life working situations. Training is a critical part of any program, and the benefits of training are clear. According to NBES-SN, *workers who receive training about social networking policies have a better understanding of the risks of social networking and are more likely to respect company policies.* Forty-three percent of social networkers at companies with training say it is okay for companies to take action against employees for personal posts made during personal time; compared to 34 percent without training who rate such action acceptable. When companies provide training, 85 percent of managers consider how their direct reports' posts affect the company, compared to only 60 percent at companies without social networking training.

EMPLOYEES IN COMPANIES WITH SOCIAL NETWORKING TRAINING ARE LESS LIKELY TO ENGAGE IN RISKY ONLINE BEHAVIOR

Percent Who Strongly Agree or Agree with Statement



In addition, fewer employees engage in social networking at work for exclusively personal reasons when policies are reinforced through training. Among social networkers who lack training on their social networking standards, half say that “none” of their social networking time during the workday is work-related. Where such training is in

place, far fewer (32 percent) social networkers say their social networking during the workday is exclusively personal.

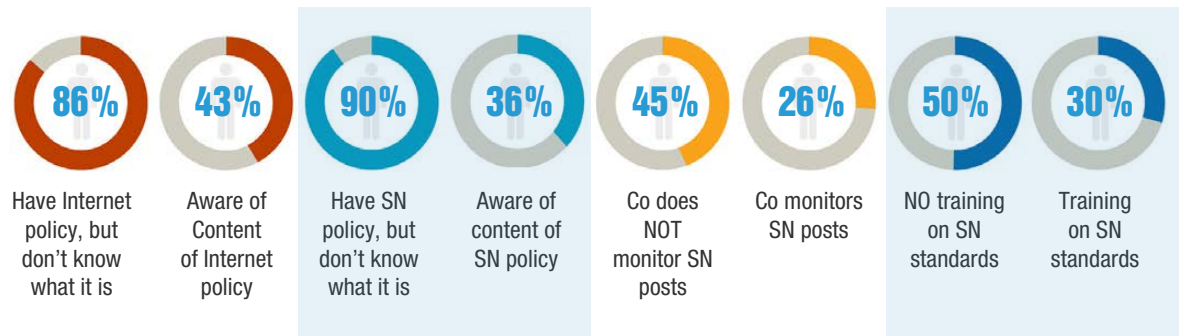
Despite its benefits, social networking policy training is not widespread. NBES-SN shows about four of ten companies (41 percent) do not provide training to support their social networking policy. Another 16 percent offer training, but make it voluntary and let employees decide whether to take part or not.

The data also show that a *substantial number of companies are creating needless risks by establishing policies on paper that they do not enforce effectively in practice*. Only one-third of employees say their company’s social network policy is strictly enforced. Nearly four of ten (37 percent) rate enforcement as moderate. Almost three in ten (29 percent) policies are only mildly enforced or not enforced at all. Enforcement that involves company monitoring of posts is related to a significant drop in the percentage of social networkers who are engaged in social networking for personal reasons during work, from 45 percent to 26 percent.

As further proof of the importance of training and enforcement of social networking policies, the most troubling numbers are among employees who know their companies have Internet and social networking policies but are unaware of their substance. In these situations, about nine in ten say that none of the time they spend on social networking is work-related. Taken together, the data highlight the importance of having policies and ensuring that they are supported by training and enforcement.

SOCIAL NETWORKING CONTROLS AND TRAINING REDUCE PERSONAL USE OF SOCIAL NETWORKING AT WORK

Percentage Using Social Networking for Personal Reasons at Work

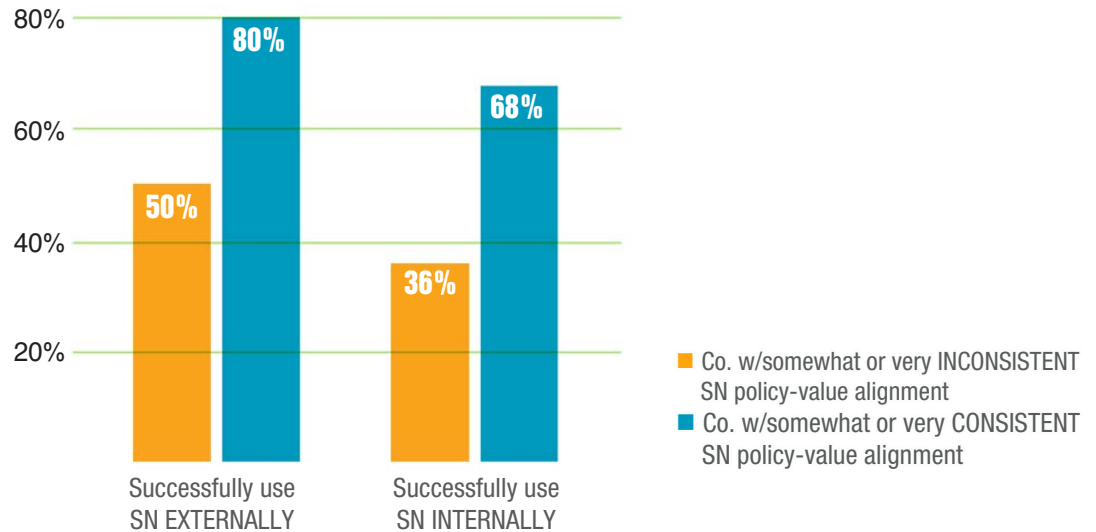


If companies expect employees to take policies seriously, they need to make clear that violations have consequences. If word gets around that the company “doesn’t mean it” or “looks the other way” when employees spend too much time on social networks, violations are almost guaranteed to increase as others decide to sample the forbidden fruits. When one type of rule breaking is tolerated, it makes it easier to rationalize others. If companies are unable to enforce policies because they are daunted by the complexities of social networking, it might be better to implement smaller, enforceable rules than to leave rules unenforced. The development of a more robust policy can happen over time as companies learn from their experience and the experiences of others.

Perhaps most importantly, *company policies related to social networking should be consistent with and supported by an underlying set of values*. Policies may not address every situation an employee encounters and are unlikely to evolve as quickly as the changing workplace. The most successful social networking policies are those that employees recognize as being consistent with the company’s values. Ninety-five percent of employees who characterized their company’s social networking policy as being “very consistent” with its stated company values felt confident that they could address an ethics situation at work which involved social networking.

Furthermore, 56 percent of employees who characterized their policies as being “somewhat inconsistent” believed those policies to be too strict, compared to only 16 percent of the “very consistent” group; this suggests that values-policy alignment is critical for employee acceptance. Also, rates of observed social networking-related misconduct were 21 percentage points lower when social networking policies were “very” as opposed to “somewhat” consistent with company values. Finally, policy-values alignment is linked to more effective positive use of social networking.

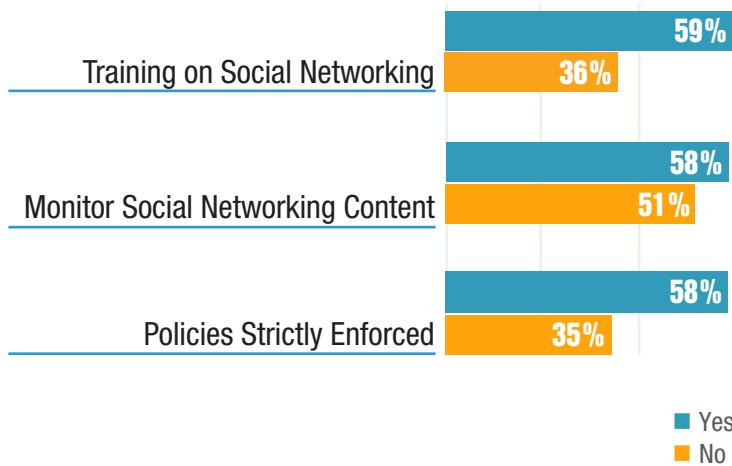
COMPANIES WHOSE SOCIAL NETWORKING POLICIES ALIGN WITH STATED VALUES USE SOCIAL NETWORKING MORE SUCCESSFULLY



More broadly, *companies that have invested in social networking training and that monitor networking activity also have stronger ethics cultures.* In companies with training on social networking policies, 59 percent of social networkers consider their ethics cultures to be strong or strong-leaning, compared to just 36 percent at companies that lack such training. Similarly, 58 percent of social networkers whose companies monitor social networking content say the ethics culture is strong or strong-leaning. By contrast, just 51 percent of social networkers perceive a strong culture at companies that lack monitoring.

EMPLOYEES IN COMPANIES WITH PROCEDURES AND CONTROLS ARE MORE LIKELY TO PERCEIVE A STRONG ETHICS CULTURE

Percent With Strong or Strong Leaning Ethics Culture



ETHICS CULTURE

The “unwritten code” that tells employees how to think and act - how things are ‘actually done around here.’

The strength of an ethical culture is measured by the extent to which employees at all levels are committed to workplace integrity.

This difference in strength of ethics culture is significant because a long history of ERC research shows less misconduct when ethics cultures are strong. Not surprisingly, the NBES-SN follows this trend. Almost half (49 percent) of employees in weaker ethics cultures observed at least one of the 14 kinds of social networking-related misconduct asked about in the survey. Significantly fewer, 39 percent, of employees in companies with stronger ethics culture observed one or more such behaviors¹⁵.

15. Significantly, social networking and Internet policies are NOT linked to reduced social networking-related misconduct; rates of observed social networking-related misconduct actually rise with the number of program elements in place. This is likely due to heightened awareness of misconduct among better-informed employees; because companies with past social networking-related problems or who are at heightened risk for social networking-related misconduct are more likely to implement policies; or some combination thereof. Identifying the reason was beyond the scope of this survey and would be an important line of future research.

Addressing the issues raised by social networking will involve some degree of creativity because few workers respond to a “just say no” approach. Strategies must be broad enough in principle and flexible enough in practice to accommodate the rapid pace of change in Internet-based phenomena such as social networking. Rules that are too closely linked to current online sites or practices could be quickly outdated if popular websites decline or disappear and the nature of online activity changes. Companies also should take advantage of social networking to support external messaging and to reach their own employees on ethics and other issues.

Bottom line: *efforts to address the impact of social networking must be broad-based on the assumption that almost every employee will eventually join a social network and potentially develop new attitudes about the workplace and about how to behave there.* Social networking is reshaping the office environment in ways that we cannot fully predict or understand, and those changes potentially involve employees at every level, including the C-Suite and the Boardroom. Given this continuing change, organizations cannot afford to be complacent or behind the curve. Constant vigilance and rethinking are critical so that decision-makers can act decisively to limit the risks and seize the opportunities that social networking creates.

ERC has identified a number of steps that companies should consider:

- Identify broad-based strategies and social networking policies that are grounded in ethics and values, not merely compliance, so employees are equipped to handle novel situations and the rapidly-changing workplace.
- Establish a social networking policy sooner rather than later so that workers who are not yet involved in social networking will accept the rules as part of the landscape when they first join the social networking ranks. Adopt realistic rules that are likely to be accepted and respected. Complete bans are the simplest and, perhaps, the most instinctive approach, but they may be untenable.
- Assume that just about anything that happens at work could become public on a social network.
- Tie social networking (and Internet) rules to the company’s overall mission and ethics culture. Social networking rules that are consistent with company values will be more effective than rules that are disconnected.
- Implement training that includes robust discussion of the risks (and benefits)

of various types of postings. Training might focus on broad principles and how they square with a company's core values.

- Provide guidance for managers regarding standards and policies related to social networking relationships with reports. When developing these policies, take into account the opportunity for social networking to strengthen relationships between employees at various levels as well as the risks involved.
- Take advantage of social networking for both internal and external communication, and use it to reinforce the company's ethics culture.
- Educate employees about the company's social network activity and provide opportunities for employees to participate and engage on the company's behalf.
- Talk with supervisors about modeling the conduct they want from employees. If managers are posting to Facebook during the day, their employees probably notice.
- Utilize internal networks to invite social networkers to help shape the social networking policy. Perhaps even invite people to use social networks to create a "living breathing overall Code of Conduct" that contains examples.
- Invite active social networkers to help the ethics/compliance function in establishing ways to engage employees in culture building initiatives using social networks
- Use company social networkers to communicate and reinforce the values of the organization and to provide examples of employees who "do the right thing."

The NBES-SN data revealed that *the risks and opportunities created by social networking in the workplace are profound. Social networking is wiping out old boundaries, exposing the workplace to greater public scrutiny and, thereby, creating risks that never existed before. But companies are not powerless. Efforts to harness the power of social networking and mitigate its risk do make a difference, and opportunities abound.*

Like every other workplace variable, social networking demands attention. Left unattended, the risks will multiply. But with careful thought and constructive policies that reflect today's world, companies can turn the tables and take advantage of social networking to build stronger cultures and enhance their businesses.

12: APPENDICES

APPENDIX A: Observation Rate of Specific Forms of Misconduct—NBES 2011

	ACTIVE SOCIAL NETWORKER/ ASN (30% or more of workday)	OTHER U.S. WORKER
Observed 1 or more forms of Misc. in previous 12 months	72%	56%
Conducting Personal Business on Company Time	44%	33%
Abuse	39%	21%
Lying to Employees	43%	21%
Company Resource Abuse	42%	21%
Conflict of Interest	39%	16%
Internet Abuse	34%	16%
Discrimination	38%	15%
Inappropriate Social Networking	37%	15%
Health Violations	34%	14%
Lying to External Parties	36%	13%
Stealing	33%	13%
Sexual Harassment	40%	12%
Cheat on Time Sheet	39%	12%
Employee Benefits Violations	40%	12%
Employee Privacy Breach	36%	11%
Improper Hiring Practices	36%	10%
Substance Abuse	39%	10%
Providing Goods or Services that Fail to Meet Specifications	38%	9%
Misuse of Company's Confidential Information	34%	7%
Environmental Violations	38%	7%

Note: For definitions of ASN, MSN and NSN, see “Key Terms” on page 13.

	ACTIVE SOCIAL NETWORKER/ ASN (30% or more of workday)	OTHER U.S. WORKER
Customer Privacy Breach	33%	7%
Improper Contracts	35%	6%
Contract Violations	36%	6%
Gifts/Kickbacks	34%	5%
Misreporting on Financial Records	35%	5%
Cheat on Expense Report	33%	5%
Offering Bribes to Clients	35%	4%
Improper Use of Competitors Info	36%	4%
Illegal Political Contributions	36%	4%
Software Piracy	34%	4%
Offering Bribes to Public Officials	35%	3%
Anti-Competitive Practices	34%	3%
Insider Trading	35%	3%

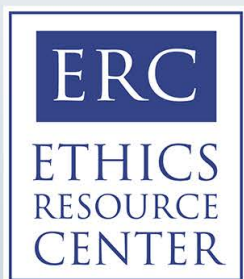
APPENDIX B: Observation Rate of Social Networking-Related Misconduct: NBES-SN

	NBES-SN OVERALL	NON-WORK (NSNS) AND MODERATE (MSNS) WORK-DAY USERS	ACTIVE WORK-DAY USERS (ASNS)
Social Networking Interfering with Work Duties	29%	28%	37%
Sharing TMI (Too Much Information)	28%	27%	36%
Degradations About Company	13%	12%	17%
Degradations About Peers	10%	9%	16%
Posting Improper Political Statements	11%	10%	14%
Cyber-smearing (Defamation of a Person or Entity)	7%	6%	13%
Posting Improper Religious Statements	7%	6%	13%
Cyber-bullying (Hostile Communication Directed at or about an Individual)	5%	4%	12%
Posting Inappropriate Photos of Coworkers	8%	7%	12%
Breach of Employee Privacy	6%	5%	10%
Sexual Harassment	3%	3%	8%
Improper Profiling of Applicants or Customers	3%	3%	8%
Misuse of Company's Confidential Information	3%	2%	6%
Breach of Customer Privacy	4%	4%	6%

Note: For definitions of ASN, MSN and NSN, see "Key Terms" on page 13.

Doing the Right Thing?

Find out how social networking is affecting your organization. Assess your ethics culture by conducting an ERC survey.



Contact Nick Fetzer

Assistant Director, Program Development

571.480.4406 or Nick@ethics.org





Addressing Social Media Risk

How PwC can help...

*A thoughtful, effectively-implemented and flexible **social media** compliance program helps an organization build and sustain a culture of integrity.*

Assess your risk

- Constantly changing technological and legal landscape
- Increasing cross-generational use of social media ... even during the work day
- Misunderstanding of myriad risks associated with social media
- Lack of clarity around social media policy
- Deficient training and communication regarding use of social media
- Social media risk not embedded in existing risk assessment and risk management programs and practices
- Inadequate internal controls related to social media

Ensure consistent messaging

- Does your Code of Conduct address social media?
- Do you have a separate policy addressing social media?
- Are you comfortable with the content and tone of your Code and your policies?
- Are the Code and other social media policies in harmony?
- How have you dealt with legal and cultural differences around the world?
- Does Senior Management communicate about the appropriate use of social media?
- Do your employees know who to go to with questions about social media?
- What kind of social media training do you provide?

Use social media to your advantage

- Create an internal social media network and encourage employee-to-employee communication
- Share information with employees about ethics and corporate integrity via social media
- Communicate with other stakeholders (customers, shareholders, business partners) using social media
- Reinforce corporate identity and culture of compliance, control and integrity through social media
- Use social media to enhance corporate reputation
- Demonstrate innovation and appeal to changing demographics

PwC can help you:

- **ASSESS** – Assess risk, existing controls and current compliance program related to social media
- **DEVELOP** – Develop social media compliance program, from policy to plan to implementation
- **IMPLEMENT** – Implement social media policies, communications, certifications and training
- **REVIEW** – Review social media compliance program on a periodic basis

For more information on how our Governance, Risk and Compliance Practice can help your company, please contact:

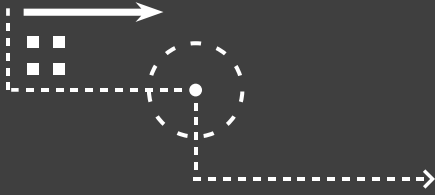
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4 Key Components to Managing



☒ SOCIAL MEDIA RISK



1. POLICY

A solid **social media policy** is the first step in controlling and reducing risks associated with employee misuse. But proceed with caution: the legal landscape continues to shift. By following a few simple tips, employers can navigate this complex area of policy development.

2. TRAINING

Effective training **keeps employees informed on the appropriate** use of social media in the workplace. NAVEX Global's Burst Learning series offers short, cost-effective and mobile-ready training solutions.

3. REPORTING AND RETALIATION

Harassment **claims centering around social media activity are rising**, paving the way toward increased retaliation risks. NAVEX Global's **Retaliation in the Workplace** survey report will help your organization better understand this growing risk area.

4. A COMPREHENSIVE APPROACH

Social media should be part of a comprehensive, organizational approach to risk management. NAVEX Global's **Ethics & Compliance: 14 Emerging Trends in 2013** whitepaper outlines the issues and how to address key industry trends this year.

To learn more about the four keys to managing social media risk we invite you to explore the resources in our Social Media Risk Toolkit by following the link below.

DOWNLOAD THE
SOCIAL MEDIA
TOOLKIT

Download yours now at
www.navexglobal.com/socialtoolkit



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The NBES-SN is the result of a collaborative effort by the staff of the ERC:

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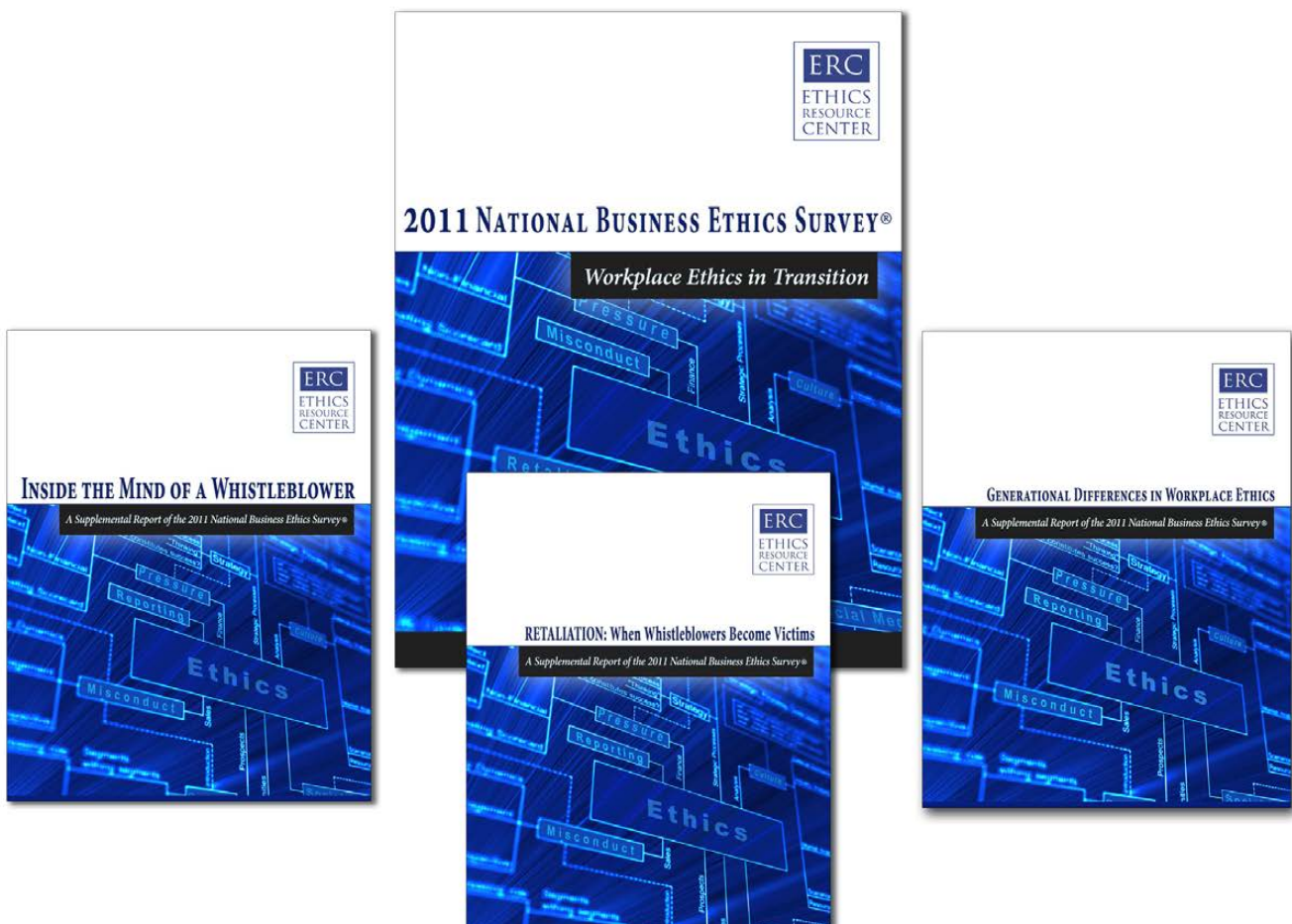
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Additional Resources

Since 1994, ERC has conducted the National Business Ethics Survey® (NBES). Over the years, it has become a highly effective research instrument, relied upon by ethics professionals, executives, academics and policy makers as the US benchmark for ethics in the workplace. Over the past few months, ERC has released several reports as a part of the NBES Series.



DOWNLOAD YOUR FREE COPIES AT WWW.ETHICS.ORG/NBES.

Coming Soon: 2013 NBES®

NATIONAL BUSINESS ETHICS SURVEY® of SOCIAL NETWORKERS

New Risks and Opportunities at Work

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