

The Deloitte logo is positioned in the top left corner. It features the word "Deloitte" in a bold, blue, sans-serif font, followed by a small yellow dot. The background of the slide is a low-angle photograph of a modern glass skyscraper against a clear blue sky. The building's facade is composed of a grid of glass panels, and the perspective is looking up from below, creating a sense of height and scale. Two horizontal blue lines are placed below the logo, one above and one below the "Deloitte LLP" text.

Deloitte.

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Transparency matters.

Deloitte 2008 Ethics & Workplace Survey results

Audit.Tax.Consulting.Financial Advisory.

“Establishing a mutual level of trust between leadership and employees is one of the key challenges facing today’s workforce. As leaders continually look for new and creative ways to engage and retain talent in an intensely competitive market, one strategy that delivers positive results is transparency and openness in communications between leadership and employees. This seemingly simple strategy is the ultimate key to building a loyal and productive workforce.”

Sharon L. Allen • Chairman of the Board, Deloitte LLP

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Executive summary

Transparency matters.

A variety of forces are coming together in reshaping today's workplace. Shifting demographics and the rapid integration of global markets are forcing corporations to look at their workforce in a new light and identify new and creative ways of engaging and retaining them.

As corporations grapple with the challenges of keeping a mobile workforce connected, one strategy that

Transparency in communications drives productivity and engagement

appears to work in creating a productive and engaging workplace environment is transparency and openness in communications between leadership and employees.

In fact, the Deloitte 2008 Ethics & Workplace Survey proves this very point, with 72 percent of respondents surveyed agree that if their boss was more open about his/her need to take time off during regular work hours for personal reasons, it would create a more engaging and productive environment.

Openness by leadership about time off contributes to a more productive environment

Furthermore, 84 percent of respondents agree that openness by leadership contributes to a more ethical workplace culture, while 68 percent say that it creates a more values-based organization.

Executive summary

In another proof point that the workplace is going through fundamental changes, 61 percent of respondents confirmed they work a 40-hour week but different from the traditional 9-to-5 work arrangement, which is fast becoming history.

61% of respondents work a 40-hour week, but *not* 9 to 5

It is critical that leaders set the tone at the top by promoting an open and transparent workplace. To that end, our survey reveals that 75 percent of respondents believe that, by and large, the same rules should apply to everyone in the workplace when it comes to exercising flexible work options; yet, 50 percent feel their bosses set different standards for themselves. ●

75% of respondents believe everyone in their office should be treated equally

Survey methodology

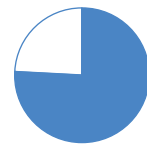
The “Deloitte LLP 2008 Ethics & Workplace” survey was conducted by Opinion Research Corporation of Princeton, New Jersey, on behalf of Deloitte LLP between February 14 and February 25, 2008, among a national probability sample of 4,035 adults including 1,670 adults employed full-time, of which 993 were men and 677 were women. Respondents were 18 years of age and older, living in private households in the continental United States. Sampling error is +/- 2.5%.

Deloitte Research, a part of Deloitte Services LP, provided supporting analysis to the survey findings including the charts in this document.

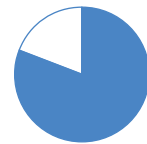
If I could better
balance

my work schedule and personal priorities

I would be more productive and engaged at work
and it would reduce unnecessary stress.



76% agree:
work/life balance increases productivity



81% agree:
work/life balance reduces stress



“If I could better balance my work schedule and personal priorities I would be more productive and engaged at work and it would reduce unnecessary stress.”

Once again, our results points to the conclusion that today’s workforce is looking for a more flexible work environment where they can fit work into life and life into work. **A large majority of the people surveyed (76%) agree that better balance leads to increased productivity.**

Today’s workforce feel that unnecessary stress would be lifted from their shoulders if they had the opportunity to better balance work and life; 81% agree that better balance reduces unnecessary stress. Interestingly enough, **people in lower salary brackets feel even stronger about the benefits of better work life balance and reduced stress**, with 67% of people earning an annual household income of \$25-35K, vs. 52% of \$75K and up.

Will taking advantage of

flexible

work policies

hurt my career advancement?



40% say yes:

taking advantage of **formal** flexibility policies will hurt my career



48% say yes:

taking advantage of **informal** flexibility policies will hurt my career

“Will taking advantage of flexible work policies hurt my career advancement?”

Almost four in ten people surveyed believe that taking advantage of formal flex work policies (such as telecommuting, flextime or working part-time) would hurt their career advancement. **Those in the 18-24 age group (Generation Y) are the most fearful of taking advantage of these policies** (56% of 18-24 year-olds think their career will suffer vs. 37% of 25-34, 38% of 35-44, and 39% of 45-54 year-olds).

48% of the respondents agree that taking advantage of informal flex policies (such as taking time off for personal activities such as shopping, children’s sports or school activities) would hurt their career. Younger employees once again are more concerned about hurting their careers by taking advantage of these policies (54% of 18-24 year-old vs. 53% of 25-34, 44% of 35-44, and 49% of 45-54 year-olds.) Also, **those with a higher household income tend not to think that their careers would be hurt when compared to the lower household income brackets.**

When you ask for time off during the day, which of the following types of response do you usually get from your employer?



79%

My employer trusts my judgement and doesn't pry for too many details

69%

We have a "personal time off" policy that makes it easy to schedule personal activities

22%

I am expected to provide all the details when I am taking time off

15%

My employer usually has a negative response



Do you always tell your immediate boss the real reason why you need time off during the work day?



Is it ethical to take time off from your job during work hours without divulging your reasons and providing a clear and accurate explanation?



Our company culture says that
when it comes to exercising flexible work options,

the same rules

apply to everyone,
including leadership.



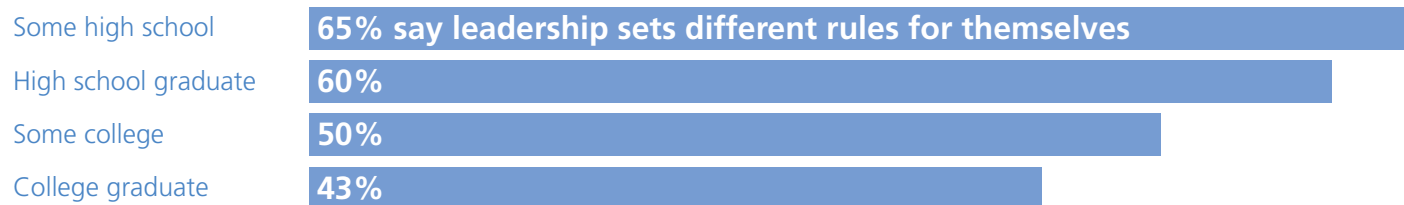
75% say: *"Yes, they should."*

50% say: *"But leadership acts otherwise."*

“Our company culture says that when it comes to exercising flexible work options, the same rules apply to everyone, including leadership.”

75% agree that when it comes to exercising flexible work options, the same rules should apply to everyone in the workplace—while fully half agree that their bosses set different rules for themselves. However, when we break the data by education,

the tables turn, as 52% of college grads disagree with the statement—portraying a more favorable picture of leadership. **As the education level increases, the belief that leadership sets different rules for themselves decreases.**

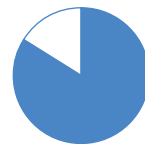


Does greater

transparency

from leadership

contribute to a more ethical workplace culture?



84% say yes:

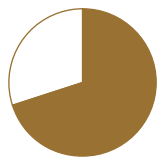
openness contributes to an ethical workplace culture

“Does greater transparency from leadership contribute to a more ethical workplace culture?”

At the root of this survey, 84% of the respondents feel greater openness by leadership will contribute to a more ethical workplace culture. This reveals there is a strong relationship between greater openness and transparency by leadership and ethical behavior at work.

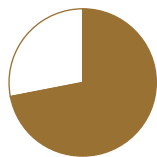
More specifically, respondents were asked how their workplace would change if the boss was more open about taking time off during regular work hours.

Remarkably, 22% of the respondents actually feel if their bosses were more open about their needs, there would be a breakdown in work flow and ultimately chaos.



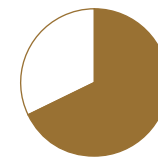
70%

say it would result in a more ethical workplace culture



72%

say it would create a more engaging and productive workplace environment



68%

say it would create a more values-based organization

How transparent is your boss?

When my boss is away from the office for personal reasons...

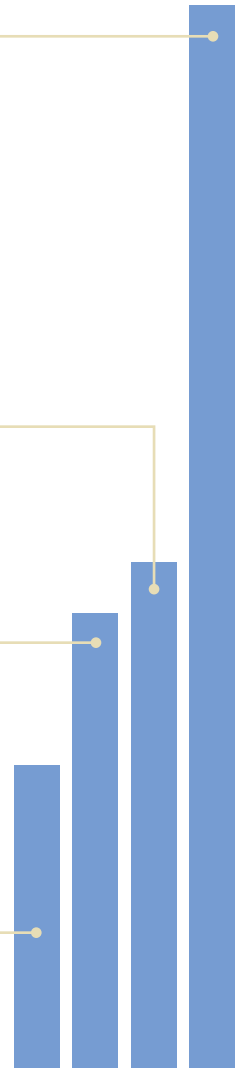


42%
He/she is very open;
I usually know in
advance, and am
given an explanation

20%
He/she is
inconsistent;
sometimes open,
and other times not

18%
He/she is very
private; I may be
told of anticipated
absences, but not
information on
whereabouts

12%
I am only told how
he/she may be
contacted



“Openness among leaders regarding their busy schedules makes employees more comfortable taking advantage of informal flexible work programs.”



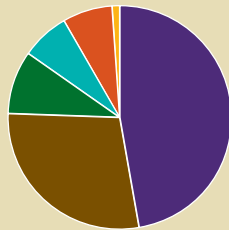
“The relationship between an open policy about work/life issues and participation in a customized work arrangement is important.”



A higher percentage of women (74%) agree with the statement vs. men (69%). Worth noting as well is that more men than women disagree with the statement.

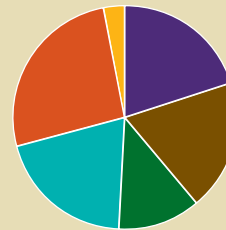
Additional survey data

If I could better balance my work schedule and personal priorities, I would be more productive and engaged at work.



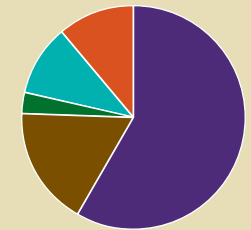
- 47% Strongly agree
- 28% Somewhat agree
- 9% Neither agree nor disagree
- 7% Somewhat disagree
- 7% Strongly disagree
- 1% Don't know

Taking advantage of formal flexible work policies such as telecommuting, flextime or working part-time will hurt my career advancement.



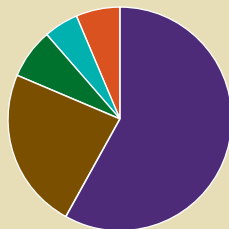
- 20% Strongly agree
- 19% Somewhat agree
- 12% Neither agree nor disagree
- 20% Somewhat disagree
- 26% Strongly disagree
- 3% Don't know

Based on company culture, I believe the same rules apply to everyone in the workplace, including leadership.



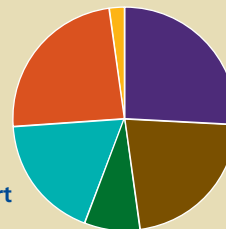
- 58% Strongly agree
- 17% Somewhat agree
- 3% Neither agree nor disagree
- 10% Somewhat disagree
- 11% Strongly disagree

If I could better balance my work schedule and personal priorities it would make no difference to my performance at work.



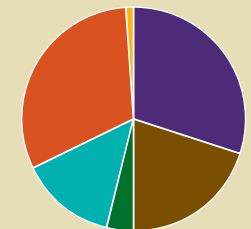
- 57% Strongly agree
- 23% Somewhat agree
- 7% Neither agree nor disagree
- 5% Somewhat disagree
- 6% Strongly disagree

Taking advantage of informal flexible work policies such as taking personal time off for personal activities such as shopping, children's sports or school activities, will hurt my career advancement.



- 26% Strongly agree
- 22% Somewhat agree
- 8% Neither agree nor disagree
- 18% Somewhat disagree
- 24% Strongly disagree
- 2% Don't know

Based on company culture, when it comes to personal priorities and taking time off during the day, leadership sets different rules for themselves.

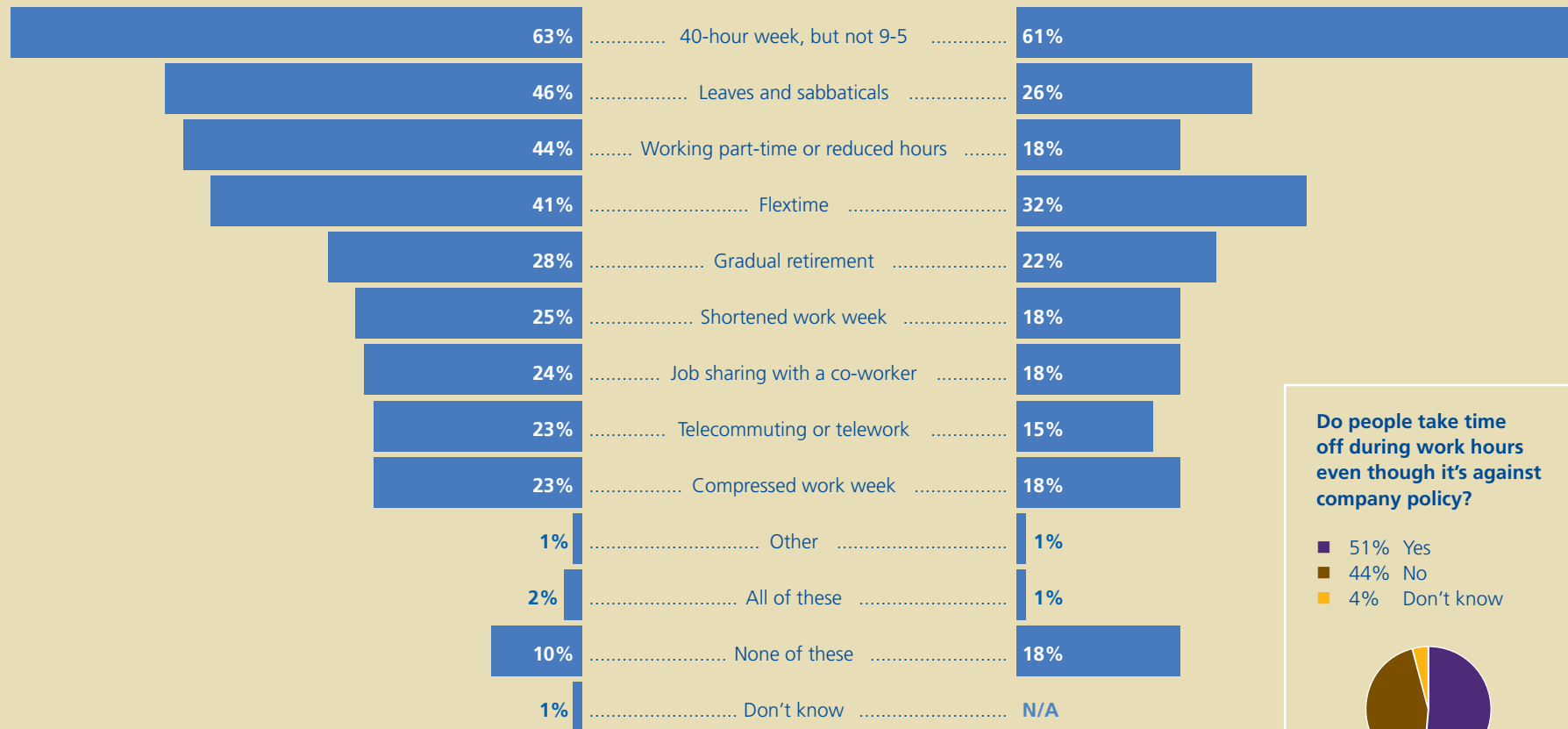


- 30% Strongly agree
- 20% Somewhat agree
- 4% Neither agree nor disagree
- 14% Somewhat disagree
- 31% Strongly disagree
- 1% Don't know

Additional survey data

What types of flexible work programs are offered at your company?

Which, if any, of the following customized work arrangements describe your personal work situation?



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