Across the globe, observations of misconduct varied widely by region in 2015. Yet the components of a culture of integrity were strikingly similar overall. Employees with the strongest feelings of organizational justice felt most positively about their companies. Open communications and trust in colleagues also indicated a strong ethical environment.

### Cultural Variations in Asia…
- **China** and **Taiwan**, employees strongly value Tone at the Top—the ethical example set by senior leaders. For this reason, consider having leadership deliver messages to staff in this part of the world. Senior executives or country managers can have an outsized impact by modeling positive behavior (n = 7,119, n = 2,332).
- **India**, employees value the role of direct managers at a higher level than the global average. Train supervisors to handle misconduct concerns and emphasize honesty, respect for reports, and holding people accountable (n = 9,862).

### …and in Europe
- **Germany**, employees also value direct manager leadership more than the global average (n = 2,475).

### Global Benchmarks
- **Organizational Justice**: The most powerful factor in a positive perception of the company’s culture of integrity—employees feel that their organization does not tolerate unethical behavior and responds quickly and consistently when it occurs.

This research aggregates findings from CEB RiskClarity, which can assess culture across the enterprise, target employee segments to evaluate specific areas of risk, and uncover root causes of employee misconduct and manage them proactively.

For more information about CEB RiskClarity, please e-mail Compliance.Support@cebglobal.com.

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