
Institute of Business Ethics

How we Work: A guide for staff



Inside this Guide

This Guide contains practical guidance for employees to help them live up the IBE's values in their day-to-day job. It also sets out IBE's commitments to its stakeholders which include employees, supporters, partner organisations, suppliers and the communities within which we operate and everyone else that IBE has contact with.

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- RESPECT
- OPENNESS
- INTEGRITY

A message from the Director

Our purpose is to promote high standards of business behaviour based on ethical values

IBE's core values are **respect, openness and integrity**. These are central to establishing and maintaining trusting relationships, not only with colleagues, but also with our Supporters, our suppliers, the communities within which we work and those who govern us. They guide us in all we do and with whomever we work with.

The continued success of our organisation depends on the ability of each one of us to live up to these values as we navigate the challenges we encounter in our day-to-day activities – not only in the letter, but also in the spirit. This includes full and part time employees as well as anyone representing the IBE in a professional context.

We recognise that this Guide cannot cover every challenge that you might face in your work. In these situations, we trust you to use your personal judgement to make the right decisions. Consult others if you are able to do so. Those of you who have managerial responsibilities are required to ensure that your staff are familiar with this Guide and be a role model to them in the way you behave.

I encourage you to be proud to work for the IBE, to embrace our values and be passionate in everything you do. If you have any queries or problems, please speak up. We will always investigate and support employees who speak up.

The Trustees, Advisory Board and I take ethics seriously and this Guide will be reviewed regularly. In addition, every employee has an individual responsibility to work together as a team to meet the standards of behaviour set out in this Guide. Any compromise of these standards not only lets the team down, but it will be investigated fully and may result in disciplinary action.

Together we can continue towards achieving our purpose and raise awareness, disseminate knowledge and good practice in business ethics.



Philippa Foster Back CBE OBE CDir
Director

A handwritten signature in black ink, which appears to read 'Philippa'.

Our values

RESPECT

We have due regard for the feelings, wishes and rights of all our stakeholders

OPENNESS

We communicate with our stakeholders openly and welcome discussion and enquiry

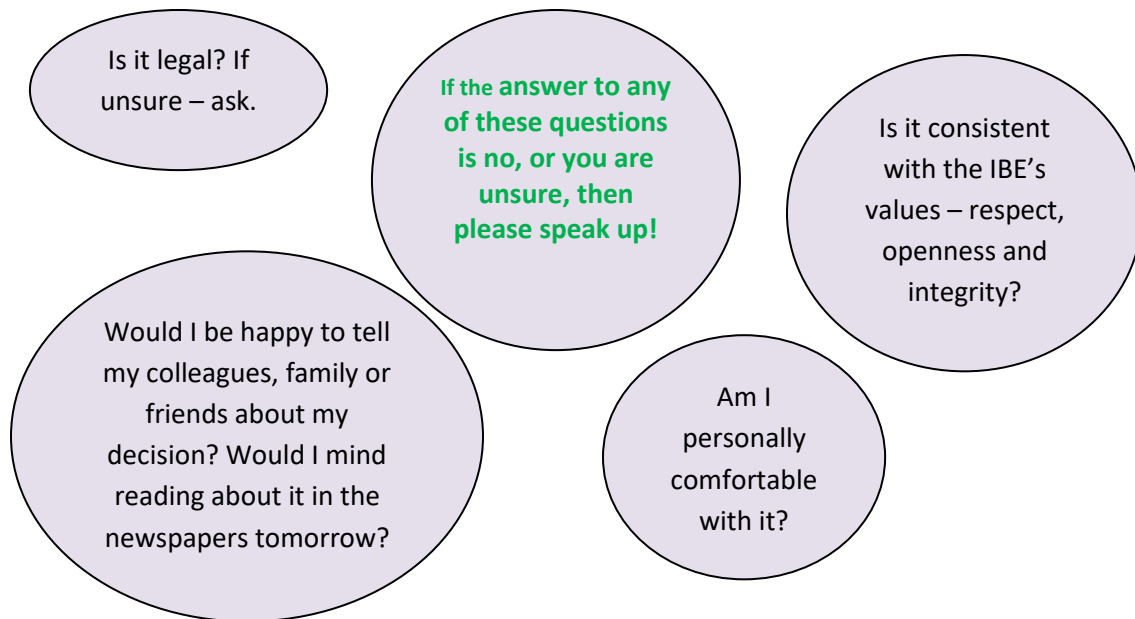
INTEGRITY

We treat all our stakeholders responsibly and conduct ourselves in a professional, fair and truthful manner

Raising concerns

We all have a responsibility to speak up about any behaviour we see that isn't in line with the IBE's values or which we feel uncomfortable about. The IBE does not tolerate any form of retaliation and you will be fully supported when you raise a concern about any potential improper, unethical or illegal practices.

If you are unsure about whether to raise a concern or you find yourself in a situation that you are not sure how to resolve, ask yourself:



How can I raise a concern?

There are a number of ways that you can raise concerns about any matter you are uncomfortable or unsure about. If appropriate, you can try raising the concern directly with the person involved. Where this isn't possible, try raising your concern with your line manager, the Operations Manager or Director. If you feel unable to follow any of these routes, you can raise the concern with the Chairman or one of our Trustees or contact an external body such as the independent charity 'Protect' (020 3117 2520) who will be able to advise you on the best course of action.

Any concerns raised will be treated confidentially and communicated on a need-to-know basis only. All issues raised will be treated seriously and whenever possible, the person handling the concern will report back to you on how the issue is being addressed as soon as practically possible.

Our Employees

Our commitments to you

The IBE values its staff highly and respects their dignity and rights. We:

- Will always listen and respond to our staff and encourage an open culture where people are free to raise issues
- Respect our employees and provide clear and fair terms of employment
- Provide clean, healthy, safe and secure working conditions
- Have a fair remuneration policy
- Recruit, promote and reward employees on the basis of merit alone
- Value diversity, inclusion and are committed to providing equal opportunities
- Encourage staff to develop skills and progress in their careers
- Do not tolerate harassment of our staff of any kind
- Support staff to achieve a healthy work-home balance.

Your commitments to us

Bribery, corruption and fraud

The IBE has a zero tolerance policy on bribery (including facilitation payments), corruption and fraud. This means that you should never accept or offer cash, gifts or other incentives – either directly or through someone else – if they might influence a business decision. Never falsify information, for example expense claims.

This guidance applies in every situation and every country in which IBE operates. We are bound by UK laws such as the UK Bribery Act 2010 (see Ministry of Justice - www.justice.gov.uk/) and must abide by them wherever we operate.

A **bribe** is a gift, money, or other inducement offered (illegally or dishonestly) to persuade someone to act in a desired way.

Facilitation payments (also known as kickbacks, bungs, grease payment, backhanders etc.) are usually small payments made to low level public officials to speed up official bureaucracy. They are a form of bribery and are illegal under the UK Bribery Act 2010.

Be wary if you are unable to obtain a receipt for any payment you make on IBE's behalf.

See the IBE Say No Toolkit at www.saynotoolkit.net

Confidential information and data protection

Employees are expected to respect the confidentiality of information relating to the IBE or individuals and businesses with whom we have relations. Examples of confidential information include employee data, supporter data, financial accounts, potential mergers/acquisitions or joint ventures, litigation procedures etc. Similarly, you should not copy or use any IBE intellectual property without permission. Even when you no longer work for the IBE, you are still obliged to uphold this principle.

Q: You are working with a Supporter ber on revising their ethics programme. You become aware that the reason for the revision of the programme is because of some recent unethical behaviour in the company. You're talking to one of your friends later on that day who works for this company. Maybe you should ask her about it to see if she has heard anything?

A: No - you have been entrusted with confidential information. This information may not be widely known in the organisation and you may cause complications for your friend or those involved.

Conflicts of interest

Employees are expected to declare to their line manager if they have or may be involved in activities which conflict, or appear to conflict, with the interests of the IBE. Examples of where a potential conflict of interest may occur include: additional employment (paid or unpaid), misuse of official position for personal gain or recruiting family and friends. If in doubt, talk to your line manager and discuss the situation together.

Q: You recently met someone at a conference who has asked you to become a member of the advisory board of their social enterprise. Some of the activities of the social enterprise overlap with IBE's activities. You're really interested in taking up the position, it fits nicely with your role at the IBE and it would not require any time off work. Should you accept the role?

A: You have been approached in your capacity of a member of IBE and given that there is some overlap in the activities of the social enterprise with IBE's activities, there is the potential for a conflict of interest to occur. Find out as much information as you can and disclose and discuss with your line manager/Director.

Equal opportunities

The IBE is an equal opportunities employer. We recruit, promote and reward employees on the basis of merit alone. We do not tolerate any sexual, physical, emotional harassment or bullying of our employees. This extends to cyber bullying and bullying outside the workplace.

We are all responsible for promoting diversity and inclusion in the workplace and in our relationships with others. Employees and colleagues must not be treated less favourably because of their gender, race, ethnic origin, nationality, colour, disability, religion,

background or beliefs, marital status, employment status, sexual orientation or age. Always consider how your behaviour can make others feel as someone may feel harassed even when that is not your intention.

Freedom of association

The IBE acknowledges the right of any employee to join a trade union or any other organisation to promote his or her interest.

Gifts & hospitality

While you are working for the IBE, it is possible that a Supporter, supplier or other party with whom the IBE has dealings will offer you a gift or hospitality. In some cases, you may want to offer a gift or hospitality on behalf of the IBE.

When considering whether to offer or accept a gift or hospitality make sure that it does not:

- break the law in the UK or in the country of the person or organisation who provided it
- influence a decision
- give you an unwelcome duty to do something or put you in a difficult position
- involve regular offers from any one organisation or individual
- involve receiving something which you could not offer in return
- create a negative perception of the IBE.

Gifts should be declined unless they are low value items worth not more than an estimated value of £30 or it is branded by the organisation giving it. Where it is culturally inappropriate to decline a gift and it is valued at over £30, it should be declared and given to the IBE and a decision will be taken by the Director as to whether the gift should be kept or donated/auctioned for charity.

Hospitality may include dining and invitations to attend sporting or arts events. The offer or acceptance of any hospitality valued at more than £100 must be approved by the Director.

You should always record Gifts (excluding low value items outlined above) and Hospitality – whether you accept them or not – in the Gifts and Hospitality register.

If you are in any doubt about offering or accepting a gift or hospitality, discuss the situation with your line manager or the Director. If you are in a position where you are dealing with a government official, talk to your line manager or the Director for advice.

Q) I recently delivered a talk to a group of professionals. To thank me for my time, they presented me with a bottle of champagne as a token of appreciation. Can I accept this? Do I need to record it?

A) When speaking to groups on a voluntary basis, this can be a common occurrence. You should make a judgement as to the value of the gift. If you think it is less than £30, you may accept it, record it in the gifts and hospitality register, and in this situation you could share it with your team.

Grievance procedures

Grievances are concerns, problems or complaints raised by a staff member. Anyone may at some time have problems or concerns with their work, working conditions or relationships with colleagues that they wish to raise with management.

Issues that may cause grievances include:

- terms and conditions of employment
- health and safety
- work relations
- bullying and harassment
- new working practices/organisational changes
- discrimination.

It is the IBE's policy to ensure that any employee with a grievance has access to a procedure, which can lead to a speedy resolution of the grievance in a fair manner.

Most routine complaints and grievances are best resolved informally in discussion with your immediate line manager.

Where the grievance cannot be resolved informally it will be dealt with under the IBE's Grievance Procedure which is outlined in the Employee Handbook or is available from the Operations Manager.

Q: You had a run in with a colleague some time ago over a project that you were working on together. Recently she has been making a lot of jokes at your expense and doesn't extend any social invitations to you – but she does to the rest of the team. You do have a sense of humour, but feel that she's taking things a little too far. What do you do?

A: Try talking to your colleague first and expressing your concerns. Her actions may be unintentional and she may be unaware of how they are affecting you. You can also talk to your line manager or another member of the team, in confidence, about your concerns. As a last resort follow the formal grievance procedure.

Health & wellbeing

Employees are responsible for taking reasonable care for the health and safety of themselves and other people on site (e.g. visitors). You should ensure that you are familiar with the location of the first aid kit in the office and know who the designated first aiders in the building are. Misuse of drugs and alcohol affects your performance and can also put you and other people's health and safety at risk.

We seek to enable employees to achieve a positive balance between their work and their lives outside of work. Flexible working arrangements are available for employees whilst recognising the needs of a small organisation. We encourage everyone to raise any concerns they may have over their workload.

Human rights

We respect the human rights of our employees, partners and those of the communities in which we operate in accordance with guidelines set out in the Universal Declaration of Human Rights.

External communications, including social media

If you are contacted by the media or other external organisations, it's important that you get sign off from the Director. This includes requests to speak at external conferences and seminars or from journalists.

If you are responsible for managing the IBE's social media presence, please ensure that you are familiar with the organisation's social media policy and that any content reflects the IBE's values and guidance as set out in this document. Similarly, be mindful of content that you post on personal social media accounts. Do not engage in any conduct online that breaches the principles in this guide and would be considered unacceptable in the workplace. For example, do not make derogatory remarks, bully, intimidate, harass other users, use insults or post content that is hateful, slanderous, threatening, discriminating or pornographic. Although you may not make direct reference to the IBE in your comments, the association may be made by others as you are an employee of the organisation. Think before you post!

Q: A colleague did something that annoyed me at work so I updated my status on Facebook expressing my anger at her. I included her name but we're not friends on Facebook and it's not inside the office, so it's ok – isn't it?

A: No – this is not ok. Just because you are not in the office does not make it acceptable to make derogatory remarks about a colleague, least not publish them on Facebook. By association, you are representing the IBE in the eyes of the public and therefore in a public setting, should always uphold our principle of respect.

Political contributions and activities

The IBE does not contribute funds to any political party, individual politicians or government employees. We respect the rights of employees to make personal political donations and to be involved in political activity in their own time. However, in doing so, you must not use IBE time, property or equipment and should always make clear that your views and actions are your own and not that of the IBE's.

Use of IBE's assets

IBE assets include physical assets (e.g. phones, IT equipment etc.) and intangible assets (e.g. software, intellectual property, reputation, time etc.). We expect employees to treat all IBE assets with respect and not for personal gain or any illegal purpose. Remember to ensure that all IBE-branded internal and external communications are in line with our logo guidelines.

Our Supporters, Partners and Customers

Our commitments to Supporters, Partners and Customers of the IBE

The IBE treats its Supporters and other organisations with whom it works with, with respect and professionalism. We:

- Conduct ourselves with integrity
- Seek to be honest and fair in our relationships
- Seek to provide high standards in delivering our services
- Take all reasonable steps to ensure that reports, training and other services we provide are of a high quality
- Treat all complaints seriously
- Charge only direct expenses on any assignment
- Treat all corporate and personal information confidentially.

Our Supporters

We value the support of our Supporters and work hard to develop a trusting relationship with them. We each have a responsibility to treat our Supporters with professionalism and respect. We listen to what our Supporters say and are responsive to their needs. We provide high quality work and services to give our Supporters the tools they need to help them embed ethical values in their organisations and strengthen their ethical culture. We always communicate openly, simply and honestly with our Supporters.

Others with whom we work

We will not differentiate in providing quality work for others as we would for our Supporters.

Confidentiality

As part of your role, you may have access to confidential information about Supporters or other organisations with whom we work. We expect all employees to act in a professional, ethical and sensitive manner when dealing with confidential information and to ensure that it is used carefully and passed on only to those colleagues who have a legitimate need to receive the information. (see pg 8 for further information)

Q) You are chatting with a friend who works for one of our Supporters' competitors. You let slip some confidential information about a project that you are working on for our Supporter. What do you do?

A) Tell the Director immediately. An apology will need to be given to the Supporter. You may be reprimanded as this would constitute a serious breach of confidentiality.

Open and fair competition

As a charity, we do not knowingly tender for work (against commercial organisations), save in the instance of public bodies where tendering is a legal part of their procurement process.

Other partners

The IBE regularly collaborates with likeminded partners to help advance our mission. We undertake due diligence on partners as appropriate to the circumstance and nature of the partnership. The principles contained within this guide apply to all partnerships, and at all times, we encourage our partners to respect our values.

Responding to complaints

The IBE takes its obligation to lead the dissemination of knowledge and good practice in business ethics seriously. We work hard to provide a relevant and effective service to our Supporters and the general public. Should anyone have a complaint about the IBE, they should contact the Operations Manager (info@ibe.org.uk). All complaints will be acknowledged and answered by the Director or someone senior as soon as practicable.

Our Suppliers

Our commitments to our Suppliers

The IBE seeks to build strong, collaborative relationships with its suppliers. We:

- Practice fair and transparent procurement
- Treat suppliers with respect
- Seek to be honest and fair in our relationships with suppliers including those from whom we commission work
- Pay suppliers in accordance with agreed terms and on time, abiding by the Prompt Payment Code, of which IBE is a signatory
- Do not offer, pay or accept bribes or favours
- Encourage suppliers to abide by the principles of this guide
- Aim to procure goods and services from those demonstrating good ethical practice
- Support ethical trade through our purchasing practices.

Fair procurement

We aim to uphold our values in our supply chain and encourage our suppliers to embed responsible business practices in their own organisations. We consider our suppliers' social, ethical and environmental performance as a part of our sourcing process. We look for suppliers who can demonstrate this through a Code of Ethics (or equivalent) or charter marks.

If you are involved in selecting a supplier, ensure that you do not accept any gifts or hospitality that might unduly influence your decision making. Make sure you are familiar with the IBE's policy on gifts and hospitality.

We will monitor our supplier relationships in line with our values and principles and take appropriate action if we find any cases where our suppliers are failing to meet our standards.

Terms of business

The IBE respects its suppliers' terms of business, including paying invoices on time, and protects any personal information we receive from them. The IBE is a signatory to the Prompt Payment Code¹ which requires us to pay suppliers on time, provide clear guidance on payment procedures and encourage similar good practice amongst our suppliers.

¹ <http://www.promptpaymentcode.org.uk/>

Q) You've been using a supplier that you're very happy with. You become aware of allegations that the company is mistreating its employees and discrimination is rife. What do you do?

A) Try and gather some facts – talk to the supplier and find out more about the allegations. They may be unfounded. If they have substance then your concerns should be raised with the Director.

Our Community and Environment

Our commitments to our Community and Environment

IBE seeks to be a good citizen and to be mindful its impact on the communities within which it operates and the environment. We:

- **Support local independent shops and fair trade goods where possible**
- **Are committed to understanding, managing and reducing the environmental impact of our activities**
- **Deliver benefit to the public through engaging with educational initiatives and promulgating good practice on ethical business.**

Public benefit

An integral part of IBE's charitable purpose in promoting high standards of business practice is not only to raise awareness, disseminate knowledge of business ethics, but also to engage with the public. In addition to holding many free open events as part of our yearly events programme, we regularly deliver educational talks to various groups both in the UK and abroad. This includes schools, colleges, universities and organisations such as the Rotary club and Professional Bodies. We also assist with enquiries from members of the public on a range of business ethics issues. From time to time, the IBE monitors its contribution, under Charity Commission Guidance, as to its public benefit.

Employee volunteering

Employees are encouraged to use their skills in volunteering with an organisation of their choice. Before committing to a volunteering role, you should inform your line manager and the Director in advance, particularly where the opportunity has arisen as a result of your position at the IBE (see also 'Conflict of Interest'). The IBE will endeavour to support and accommodate you in the event that you may require time off work to fulfil your commitment.

Charitable donations

Every year, the IBE makes an annual donation to a local charity in lieu of sending Christmas cards. We focus our resources where we can best make an effective contribution.

Environmental impact

Employees are expected to act to minimise office waste through recycling, and where feasible, using public transport.

Further Information

- This document should be read in conjunction with the IBE's Employee Handbook and your Employment Contract
- If you have any questions on any of the matters covered you should discuss in the first instance with your Manager, the Director or Operations Manager

To raise a concern contact:

- A trusted colleague
- Public Concern at Work: www.pcaw.co.uk - Tel: 020 7404 6609

For more information on your rights as an employee, visit:

- Advice on employment issues from ACAS - <http://www.acas.org.uk/>
- Information on Employment Rights from the DTI - <http://www.direct.gov.uk/en/Employment/Employees/index.htm>



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