The IBE Good Practice Guides offer practical assistance and guidance for making ethics policies and programmes effective.

**Ethics Ambassadors** is the third in the Good Practice Guide series. Drawing on experiences of UK and international companies, this Guide:

- helps organisations understand what ethics ambassadors are and how they can be used effectively in promoting an ethical culture.
- provides guidance on creating and motivating a network of ethics ambassadors
- includes a set of practical tools which for training and evaluating the efficacy of the ethics ambassadors.

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Designed & produced by Navigate, Petersfield

Price £15 ISBN: 978-0-9562183-4-6

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First published Sept 2010 by the Institute of Business Ethics

24 Greencoat Place

London SW1P 1BE

Text and cover pages printed on: Zander Mega Matt

S sustainably sourced fibres, elemental chlorine free, recycled fibre in furnish
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Acknowledgements

The Institute of Business Ethics would like to thank all companies and individuals who contributed their time and knowledge to this project. Their experiences provided invaluable input into this Good Practice Guide.

The authors would like to thank Nicole Dando, IBE for her assistance and contribution throughout this project. We also thank the following reviewers for their comments and input on earlier drafts: Haydee Olinger, McDonald’s Corporation; Micky Khurana, Diageo; David Harris, BAE Systems; Alison Tracy, Pentland Brands; Marilyn Gillert, Severn Trent; and Murray Grainger, Airbus. Any errors or omissions remain ours.

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Executive Summary

This Good Practice Guide will help organisations understand what ethics ambassadors are and how they are used effectively in promoting an ethical culture.

The Guide is aimed at anyone with responsibility for ethical standards in their organisation who is considering the question of how to embed these standards and policies in a consistent way throughout the business. It provides practical guidance for creating and motivating a network of ethics ambassadors, which is a cost-effective, practical answer to this question.

Specifically, the reader will gain an insight into:

- The role of ethics ambassadors in contributing to the success of an ethics and compliance programme
- The recruitment of ethics ambassadors
- Their key tasks and responsibilities
- How to train and motivate ethics ambassadors
- How to develop and use a network of ethics ambassadors
- The challenges faced in using ethics ambassadors and how to overcome these.

Included is a set of practical tools which provide the basis for training programmes and for evaluating the efficacy of the ethics ambassadors.

Introduction

The IBE emphasises the importance of embedding ethical values throughout an organisation to influence culture, decision making and behaviour. Establishing an ethics programme that is consistent across an organisation can be a challenging and lengthy process requiring sensitivity, patience and resources. In this Guide, we will explore how ethics ambassadors can be an effective and efficient way of addressing this challenge.

1. What are ethics ambassadors?

Ethics ambassadors are employees selected to formally assist senior management in promoting and embedding the ethics policies, codes of conduct, business principles, statements of values or other similar policies of their organisations. In this Guide we use the term ‘ethics policy’ to represent all similar initiatives.

The post of ethics ambassador may be full-time or may be taken on in addition to an employee’s day-to-day job. Ethics ambassadors will normally be positioned throughout the company; across business units, geographical locations, and the hierarchy of an organisation and may comprise an informal ‘network’ of diverse employees with similar responsibilities.

In practice ethics ambassadors have a range of different job titles depending on the organisation and the scope of their responsibilities within it. Examples include:

- Ethics Champion
- Ethics Advisor
- Ethics Point of Contact
- Ethics Coordinator
- Ethics Officer
- Ethics and Compliance Focal Point
- Compliance and Ethics Leader
- Ethics Liaison
- Business Compliance Representative
- Business Conduct Officer
- Compliance and Ethics Ambassadors
- Operating Company Compliance Officer
- Ethics Star

Depending on the company structure, they will have either a solid or dotted reporting line to the head of whichever department is responsible for ethics and/or compliance.