

Ethics Ambassadors

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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GOOD PRACTICE GUIDE

Ethics Ambassadors

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A list of publications that have resulted from research, surveys, conferences and seminars is given at the back of this publication. The IBE's website (www.ibe.org.uk) is regularly updated and provides information on events and other aspects of the Institute's work.

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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.

The IBE welcomes suggestions and comments about this Good Practice Guide. Please contact us: info@ibe.org.uk

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.