

Improving Ethics

4. Ethical Audits

Independent outsider - ethics auditor
Examines all aspects

Reports to managers
Managers take steps to eradicate

IKEA & Ernst & Young & East German Prisoners

1. Managers lead by Example

Manager must disapprove of and punish unethical behaviour
Ethical behaviour is taken seriously by employees

Andy Gray's sexist comments & BSkyB

3. Draft a Code of Ethics

Ethical and unethical behaviour established

Formal written document
Rules for making decisions

Included in staff training

O2's Business Principles
Key standards expected from employees

2. Encourage Whistle-blowing

Report unethical behaviour witnessed
O2 Ireland has a helpline for reporting unscrupulous behaviour