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**Beyond the Policy – Embedding an Ethical Culture**

The ethical challenges organisations must navigate to succeed in a connected world

**Managing Responsible Business 2015 Edition**

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**Organisations are doing more**

In the last three years:

- training on ethical issues has increased by 62% to 84%
- organisations providing incentives for staff to uphold ethical standards has increased by 84% to 46%
- adoption of a code of ethics or similar document on ethical standards has increased by 3% to 82%
- provision of internal hotlines and helplines to help report ethical issues has increased by 20% to 59%
- statement of ethical values, business principles or commitments to stakeholders has increased by 5% to 81%

**But is this impacting ethical culture?**

- Over three quarters of those surveyed state that their senior manager sets a good example of ethical business behaviour
- Over one in four of all respondents agreed that management sees those who report concerns about unethical or dishonest behaviour as troublemakers

**Where is this pressure coming from?**

- Working with colleagues from different functional areas (24%)
- Dealing with customers (23%)
- Meeting reporting deadlines (21%)

Management accountants play an important role in managing ethical performance

**How management accountants contribute**

As emphasised in the Global Management Accounting Principles®, management accountants are trusted to be ethical, accountable and mindful of their organisation’s values, governance requirements and social responsibilities

- 76% of respondents believe that management accountants were valued or extremely valued by their employers for professional standing and commitment to a code of ethics
- 80% of respondents believe that managing ethical performance is a specific part of their role