Conclusions and Recommendations

**2011 National Business Ethics Survey: Workplace Ethics in Transition,
Ethics Resource Center (ERC)**

Three Primary Conclusions

- Internal ethics are not immune to the external environment.
- Social networking is highlighting differences in workplace ethics.
- The risks of an ethics downturn can be mitigated.

Recommendations for Executives and Boards of Directors

- Invest deeply in ethics and compliance programs and make ethics a business priority.
- Make ethical leadership a part of performance evaluations for managers at all levels.
- Communicate your personal commitment to ethical conduct.
- Develop ways to strengthen your ethics culture using social networks.
- Revisit your company's non-retaliation policy and practices.

Recommendations for Policymakers

- Communicate the importance of ethics and compliance programs.
- Encourage the measurement of ethics cultures.
- Reinforce company efforts to encourage and protect whistleblowers.

Recommendations for Ethics and Compliance Professionals

- Focus on supervisors who are the critical actors that set expectations for their direct reports, conduct evaluations, and are most likely to receive initial reports of misconduct.
- Help senior executives set a proper tone from the top.
- Honestly appraise your company's response process for reported misconduct.
- Monitor the impact of whistleblower protections on employee reporting patterns.
- Target social networkers as a key demographic in your workplace.
- Revisit your company's non-retaliation policy to make sure it is well understood.

Note: These recommendations are discussed in great detail in the 2011 National Business Ethics Survey, pp. 49-55, available free online from the Ethics Resource Center