

Ethics Discussion

Confronting ethical dilemmas with courage*

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*Cargill internal document

Ethics

- **Impact the conduct and performance of all organizations.**
- **Guide your personal and organizational conduct**
- **Globalization increases the importance of understanding and policy**
- **Embodies**
 - **Integrity**
 - **Trust**
 - **Fairness**
 - **Honesty**
 - **Loyalty**
- **It's a values / culture thing – more than legal**

Issues Do Not Call Ahead Before Coming

➤ Beware warning signs ...

- “It will not/cannot impact my organization.” (they occur everywhere - difference is how they are handled.)
- “It will not/cannot be an issue for any of our personnel – we have only honest people”
- It is a “we can postpone it” issue
- “We have always done it a certain way” is good enough
- “We do not need a written policy.” – “Everybody knows.”

Ethics – Other Warning Signs

- **Peer pressure (2/2)**
- **“Must do ‘it’ for business”**
- **Social pressures**
- **Intimidation approach in management style**
- **Not watching the gray areas (FM)**
- **Incentive system(s)**
- **It can/will happen to you**

Must Haves

- **Proper tone at top**
- **Policies in place and communicated**
- **Ongoing awareness/preparedness**
- **Comfortable/open communications**
- **Proper reward and incentive systems**
- **Training**
- **Proper tone at top**

“We Are Just One World Now”

Steve Jobs