



Checklist: Organisational climate

Organisations can influence their ethical climate, encouraging the workforce to act and behave in an ethical manner. Use the checklist below, as well as the [CIPD guide to ethics at work](#), to help address the ethical climate in your organisation.

Start	Complete (tick)
Clarify whether the workforce and customers perceive the organisation's climate as egoistic, principled or benevolent.	
Focus on <u>climate</u> rather than culture. Explore (and agree) the accepted norms of the organisation with the workforce, and the ethical considerations of their work, including behaviours. Agree how these will be measured and monitored.	
Understand the perceptions of leadership and management within the workforce and the perceived extent of organisational politics. Cultivate positive associations. Identify any conflicts that may lead to anger or stress. Encourage the board and leadership teams to get out and about to meet with the workforce.	
Review the organisation's policies and consider if they are in keeping with the ethical climate that is intended. For example, if the intention is to increase trust in the organisation, do timekeeping and absence policies or the actions of line managers reflect this intent? Review key decisions made and how impulsive they were.	
<p>Ensure that there is a triangulation of available evidence to support workforce-based recommendations and management. Regularly extrapolate important insights from the following sources and agree critical indicators from these:</p> <ol style="list-style-type: none"> 1 Speaking-up/whistleblowing facilities. 2 Grievances. 3 Employment tribunals/industrial disputes. 4 Litigation cases. 5 Executive pay. 6 Promotion decisions. 7 Supply chain data. 8 Turnover rates, exit interviews. 9 Job satisfaction. 10 Absence rates. 11 Equality and diversity rates. 12 Workforce surveys. 13 Health and safety statistics (for example, accident and sickness/absenteeism records). 14 Customer satisfaction and complaints. 15 Net promoter scores. 16 Regulatory issues. 17 Feedback from suppliers. 18 Feedback on social media platforms such as Glassdoor and LinkedIn. 19 Market share. 	
Agree KPIs from the above metrics with the board, senior leadership team and the workforce to aspire to and reflect the importance placed on ethical practice.	
Ensure that inclusion in the organisation is examined to identify areas where action can be taken. Ensure that differences across regional and international territories are identified and understood across the workforce.	
Discuss the headline-making corporate scandals to generate debate and speculation as to what went wrong and how to avoid similar issues.	

Stop	Complete (tick)
Focusing only on profit and targets (where the ends justify the means) when describing success.	
Enabling unhealthy competition.	
Failing to ask specific questions relating to climate of the workforce in surveys and workforce forums.	
Ignoring perpetrators of anxiety and frustration and avoiding taking action to support the workforce with either of these.	
Assuming an understanding of allocation of resources by the workforce. People's feelings of being resource-depleted have been associated with counterproductive work behaviour.	
Being afraid of asking tough questions, including 'Do you believe/see management/leadership role-modelling the code of ethics and/or company values?'	
Failing to use transparent analysis of insights from evidence from various sources to build confidence and trust in the results.	
Benchmarking your organisation's data against its sector only.	
Failing to broadcast widely the initiatives undertaken and invite the workforce to present ideas to ensure inclusion.	

Access practical guidance and links to further resources in the [CIPD's guide](#).