

Our responsible decision-making model

Our decision-making model gives you some helpful guidance when making complex decisions relating to business conduct.

In your training session, introduce the model, and encourage your team to use it when considering the scenarios.

1 Gather the facts

- ▶ Do I have all the relevant information?
- ▶ Have I separated assumptions from facts?
- ▶ What other information might I need, and where could I find it?

2 Understand the rules

- ▶ What are the relevant laws and regulations?
- ▶ What do the Code of Conduct and our policies say?
- ▶ What are the industry standards and practices?

3 Consider the situation

- ▶ Think about accountability, honesty, integrity, openness and respect.
- ▶ How does the situation affect others and how may it be perceived?
- ▶ Would I feel comfortable explaining my decision to my colleagues, family and friends?
- ▶ How would I feel if this appeared in a newspaper? Would it reflect badly on me, my colleagues or the Company?
- ▶ Is it setting a good example?
- ▶ Ask yourself: am I doing the right thing?

4 Seek advice from others

- ▶ Talk to your manager or supervisor.
- ▶ Consult with the Human Resources or Legal department.
- ▶ Speak to an Ethics Officer, phone the Ethics Helpline*, report the issue via the Ethics website[†] or send an email[‡].



Remember that you are responsible for raising concerns while respecting the confidentiality of others.