Survey ibe

Ethics at Work

2018 survey of employees

Portugal

By Guendalina Dondé and Katja Somasundaram

Published by

ibe Institute of Business Ethics

CATOLICA
CATÓLICA PORTO BUSINESS SCHOOL
PORTO

What we do

The Institute of Business Ethics, whose purpose is to promote high standards of business behaviour based on ethical values, is an important partner to any business wanting to preserve its long-term reputation by doing business in the right way.

All organisations need to demonstrate they are trustworthy in order to operate effectively and sustainably. Reputations are not based solely on the delivery of products and services, but on how an organisation values its stakeholders. Having a reputation for acting with honesty and ethics will not only differentiate an organisation, it will make it more successful.

For over 30 years, the IBE has advised organisations on how to strengthen their ethical culture by sharing knowledge and good practice, resulting in relationships with employees and stakeholders that are based on trust.

We achieve this by:

- Acting as a critical friend to organisations we work with
- Advising senior business leaders and those with responsibility for developing and embedding corporate ethics policies
- Supporting the development of these policies through networking events, regular publications, research and benchmarking as well as training
- Providing guidance to staff through bespoke training and decision-making tools
- Educating the next generation of business leaders in schools and universities.

The IBE is a registered charity funded by corporate and individual subscriptions.

Subscribe today and be part of a network sharing good practice in business ethics.

www.ibe.org.uk

Advisory Services

Events

Research & Publications

Ethics Training & Tools

Business Ethics in Education

Assurance

Advocacy

ibe
Institute of Business Ethics

**“Doing business ethically ...
.... makes for better business”**

Survey

Ethics at Work

2018 survey of employees

Portugal

By Guendalina Dondé and Katja Somasundaram

All rights reserved. To reproduce or transmit this book in any form or by any means, electronic or mechanical, including photocopying, recording or by any information storage and retrieval system, please obtain prior permission in writing from the publisher.

Ethics at Work: 2018 survey of employees – Portugal

© IBE www.ibe.org.uk

First published November 2018
by the Institute of Business Ethics
24 Greencoat Place
London SW1P 1BE

Registered Charity No. 1084014

Contents

Page

Authors and Acknowledgements 4

IBE Foreword 5

National Partner's Comment 6

Key Findings from Portugal 8

Introduction to the Research 9

Chapter 1 Survey Themes 11
- **Theme 1:** Assessing the ethical culture 11
- **Theme 2:** Identifying ethical risks 13
- **Theme 3:** Supporting ethics at work 17

Chapter 2 Spotlight Issues 21
- **Issue 1:** Speaking up 21
- **Issue 2:** Ethical management 22

Summary and Conclusion 25

Appendices
- **1: Methodology and Respondent Profile** 27
- **2: Survey Questionnaire** 28

Related IBE Publications 32

Authors

Guendalina Dondé is Senior Researcher at the Institute of Business Ethics. She writes and researches on a range of business ethics topics for the IBE. She is the author of the IBE *Corporate Ethics Policies and Programmes: 2016 UK and Continental Europe survey* and co-author of the 2017 IBE *Setting the Tone: a New Zealand perspective on ethical business leadership*; the 2017 TEI & IBE *Ethics and Compliance Handbook*; the 2016 IBE *Codes of Business Ethics: examples of good practice* and of the French and Italian editions of the 2015 IBE *Ethics at Work: 2015 survey of employees*. Before joining the IBE, she collaborated with the inter-university centre for business ethics and corporate social responsibility EconomEtica in developing the code of ethics for the Italian Association of Management Consultants and worked for CSR Europe, a European CSR Business Network based in Brussels. She holds a master's degree in Business Ethics and CSR from the University of Trento in Italy.

Katja Somasundaram worked at the IBE as Research Assistant, where she provided support for the Research Hub by researching and writing on a number of business ethics topics. She worked for the IBE from 2017 to 2018. Katja holds a master's degree in Corruption and Governance from the University of Sussex.

Acknowledgements

The IBE would like to thank the following organisations for their generous financial support of this survey report.

Gold Supporter

Silver Supporters

Bronze Supporter

National Partner

Many people and organisations have made this survey report possible. In addition to the financial support provided by the organisations listed above, we would like to thank Católica Porto Business School, our National Partner for this survey report. We are grateful to ComRes for their help and support in producing the data for the report. We are also thankful for the input of all IBE staff, and especially Sophie Hooper Lea who edited the text and oversaw production. Thanks also to Neil Pafford who designed the publication.

IBE Foreword

The IBE is pleased to present its first publication in Portugal, *Ethics at Work: 2018 survey of employees – Portugal*, which asks questions of the workforce in order to gauge employees' perceptions of the workplace.

Set against the backdrop of the current business environment, it is interesting to see how Portuguese employees view ethics at their place of work. The survey report also looks at how views differ according to age and gender, plus whether respondents work in the private or public/third sectors and in large or small organisations. These additional correlations highlight different attitudes and, hence, they reflect the culture within an organisation.

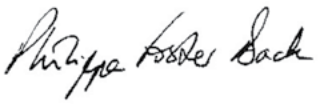
Culture is now widely recognised as an important factor in organisational health. This is highlighted in the Summary and Conclusion of the report, which looks at the importance of taking into account the different needs of a multigenerational workforce and SMEs tackling ethical risks effectively. Organisations in Portugal need to pay attention to these two areas in particular.

We are grateful to all those who have provided financial support for this survey – who are listed on the Authors and Acknowledgements page – and, in particular, our Gold Supporter Rolls-Royce and our Portuguese National Partner, the Católica Porto Business School. We look forward to our National Partner's further analysis and insights on the data set beyond the initial analysis reported here.

I would like to thank ComRes for undertaking the survey for us, which is part of a 12-country survey in the IBE's 2018 *Ethics at Work* series. Results from other country surveys have been published and are available on the IBE website (www.ibe.org.uk).

Finally, I am very grateful to Guendalina Dondé, IBE's Senior Researcher, for her analysis and authorship, ably aided by Katja Somasundaram, former Research Assistant.

We look forward to receiving your feedback and insight on these survey findings.



Philippa Foster Back CBE
Director
Institute of Business Ethics

National Partner's Comment

We have been following the work of the IBE with great interest for some years and, most specifically, this survey on ethics at work. We felt that it was important to support the inclusion of Portugal in this survey through a partnership between Católica Porto Business School and the IBE. We believe that this survey is an important contribution to business ethics knowledge in the Portuguese context and of crucial importance to developing more effective strategies for strengthening ethical culture in our workplaces.

One interesting insight in this report is that, when compared to employees from all the other European countries surveyed, the Portuguese seem to find it more difficult to report observed misconduct at work. In fact, of the 35% of employees who say they have been aware of misconduct during the past year, about half (49%) did not report their concerns (in comparison with a European average of 43%). However, it should be noted that 54% of those who spoke up are satisfied with their organisation's response to them doing so.

One of the most interesting findings concerns the assessment of ethical culture: Portuguese employees are consistently less likely than the European average to find certain ethically questionable workplace practices acceptable (e.g. an average of 41% of European employees think that it is acceptable to use the internet for personal use during work hours but, in Portugal, only 33% share the same opinion). As stated in the report, "*although some of these issues may seem trivial, these answers are important indicators of what kinds of behaviour are considered acceptable in the workplace, and where employees' ethical boundaries lie*".

"We believe that this survey is an important contribution to business ethics knowledge in the Portuguese context

As for views on their organisation's honesty, 85% of Portuguese employees say that honesty is practised always or frequently in their organisation's daily operations. However, 22% say that they have felt some form of pressure to compromise their current organisation's standards of ethical behaviour.

The four indicators relating to the role of line managers are similar to the European average: my line manager supports me in following my organisation's standards of ethical behaviour (61%); overall, my line manager sets a good example of ethical business behaviour (60%); my line manager explains the importance of honesty and ethics in the work we do (56%) and my line manager rewards employees who get good results, even if they use practices that are ethically questionable (29%).

Regarding the most frequent type of misconduct mentioned – people treated inappropriately/unethically (52%); abusive behaviour (38%) and misreporting hours worked (28%) – we could not fail to notice that employees over 55 years of age are almost twice as likely to have observed people being treated inappropriately/unethically as those aged 18-34 (67% and 36% respectively). How will the answer to this question evolve over time? We must pay attention to this point in future surveys and this calls for us to deepen our analysis of the paradoxes of an ageing society.

In summary, the results of this survey – which should continue to be read over the years – offer a series of insights and factual data that we regard as very valuable for all types of organisation and also academia.

Therefore, these findings strengthen our belief that, by supporting the inclusion of Portugal in this survey, we provide a tool for reflection on business ethics and for knowledge sharing in this field.

Helena Gonçalves
Fórum de Ética
Católica Porto Business School

> *Portuguese employees are consistently less likely than the European average to find certain ethically questionable workplace practices acceptable*

Católica Porto Business School is a school of the Catholic University in Portugal, known for the development of business professionals, focused on sustainability and respect for individuals. For over 25 years, the school has been training professionals in the area of Economics and Management for the global business context, who then follow national or international careers. The school sustains strong industry bonds, enabling a continuous adaptation of skills development according to market needs, resulting in an unceasing pace of innovation.

For more information www.catolicabs.porto.ucp.pt/en/school-presentation

Key Findings from Portugal

Culture

In your organisation's daily operations, how often would you say honesty is practised?

Always/frequently	85%
Occasionally	10%
Rarely/never	3%
Don't know	1%

Speaking up

49% of employees in Portugal who have been aware of misconduct at work decided not to speak up. The main reasons are…

1. I did not believe that corrective action would be taken **32%**
2. I felt it was none of my business **27%**
3. I felt I might jeopardise my job **24%**

Behaviour

35% of Portuguese employees have been aware of misconduct at work. The most common types of misconduct they noticed are…

People treated inappropriately/unethically	52%
Abusive behaviour	38%
Misreporting hours worked	28%

22% of Portuguese employees have felt pressured to compromise ethical standards. The main pressures are…

1. Time pressure **36%**
2. We were under-resourced **29%**
3. I was following my boss's orders **26%**

Ethics programme

Employees in Portugal are more likely to say that their organisation offers advice or an information helpline where they can get advice about behaving ethically at work rather than having a means of reporting misconduct confidentially.

My organisation…

- Has written standards of ethical business conduct that provide guidelines for my job **60%**
- Provides employees with a means of reporting misconduct confidentially **35%**
- Offers advice or an information helpline where I can get advice about behaving ethically at work **37%**
- Provides training on standards of ethical conduct **43%**

Please see Appendix 1 for methodology, respondent profile, base sizes, how averages have been calculated and an explanation of why percentages do not always add up to 100%.

Introduction to the Research

What are employees' attitudes to and perceptions of ethics in their place of work? Do they feel able to speak up if they have been aware of misconduct? Are formal ethics programmes effective in embedding ethical values into organisational culture and influencing behaviour? Have perceptions changed over time? What are the challenges for organisations and what should be the focus going forward?

The IBE asked questions of the workforce in Portugal for the first time in 2018 to gauge employees' perception of ethics in the workplace. This survey report presents results from the IBE's research. Data was collected online by the research consultancy ComRes on behalf of the IBE and Católica Porto Business School in February 2018.

The full list of countries included in the survey is France, Germany, Ireland, Italy, Portugal, Spain, Switzerland and the UK within Europe, as well as Australia, Canada, Singapore and New Zealand.

Please see *Ethics at Work: 2018 survey of employees - Europe* for further detail and background information as well as comparisons with the other European countries surveyed. *Ethics at Work* reports for all of the countries surveyed will be available to download free of charge from the IBE website. [1]

IBE asked questions of the workforce in Portugal to gauge employees' perception of ethics in the workplace

The aims of the IBE *Ethics at Work: 2018 survey of employees – Portugal* were as follows:

- To **develop** an understanding of employees' attitudes to and perceptions of ethics in the workplace in 2018
- To **compare** how business ethics is viewed and understood by employees in different countries.

This report details survey findings from a nationally representative sample of 775 employees in Portugal. The research methodology and respondent profile are presented in Appendix 1. The interview questionnaire (see Appendix 2) consists of 14 questions.

The report is structured in two chapters:

Chapter 1 highlights three key themes that emerged from the research and that define employees' views on ethics at work in 2018. These relate to assessing the ethical culture of an organisation, identifying ethical risks and supporting ethical standards.

Chapter 2 focuses on two specific issues that have a major impact on the culture of an organisation: the ability of employees to voice their ethics-related concerns and the role of line managers in promoting ethics in the workplace.

[1] www.ibe.org.uk/research-and-publications

Four different subgroups of the employee population have been analysed to see if there are any differences in their experience of ethics in the workplace. These are:

Gender
(male/female)

Age
(younger employees aged 18-34/ mid-career employees aged 35-54/ older employees aged 55+)

Sector
(public and third sector/ private)

Size of organisation
(small and medium-sized enterprises – SMEs/ large organisations with more than 250 employees)

The seniority of respondents has been used to analyse how attitudes to ethics at work change between managers and non-managers, as illustrated in Chapter 2.

To put the Portuguese results in context, throughout this report they are compared to the average data from all of the eight European countries surveyed in 2018, including Portugal. The averages throughout the report reflect the percentage of all 6,119 respondents in France, Germany, Ireland, Italy, Portugal, Spain, Switzerland and the UK after each country's data was weighted to reflect the workforce by gender, age and region.

Survey Themes

Taking the 'ethical temperature' of an organisation is not an easy task. 'One-size-fits-all' approaches rarely work when it comes to understanding people's behaviour, and it is difficult to represent concepts such as honesty, integrity and fairness with numbers.

The IBE's survey looks at three critical dimensions that responsible organisations need to take into account to ensure that their ethical values are effectively embedded in practice.

- Theme 1: **Assessing the ethical culture**
- Theme 2: **Identifying ethical risks**
- Theme 3: **Supporting ethics at work**

Theme 1: Assessing the ethical culture

The IBE's experience shows that assessing ethical culture is essential to understanding the role that ethics plays in the organisation and how deeply the core values are rooted in the day-to-day decision-making process.

The results presented in this section illustrate the views of Portuguese employees on some indicators of corporate culture.

What is acceptable?

Are employees able to identify ethical issues relating to everyday choices that they might have to face in the workplace? To what extent do they apply ethical values to their decision-making?

To answer these questions, respondents to this survey were presented with nine common work-related scenarios and were asked whether or not they considered them acceptable.

Figure 1 shows that pretending to be sick to take a day off; charging personal entertainment to expenses and minor fiddling/exaggeration of travel expenses are the most likely of the workplace practices tested to be considered unacceptable, in line with the European average.

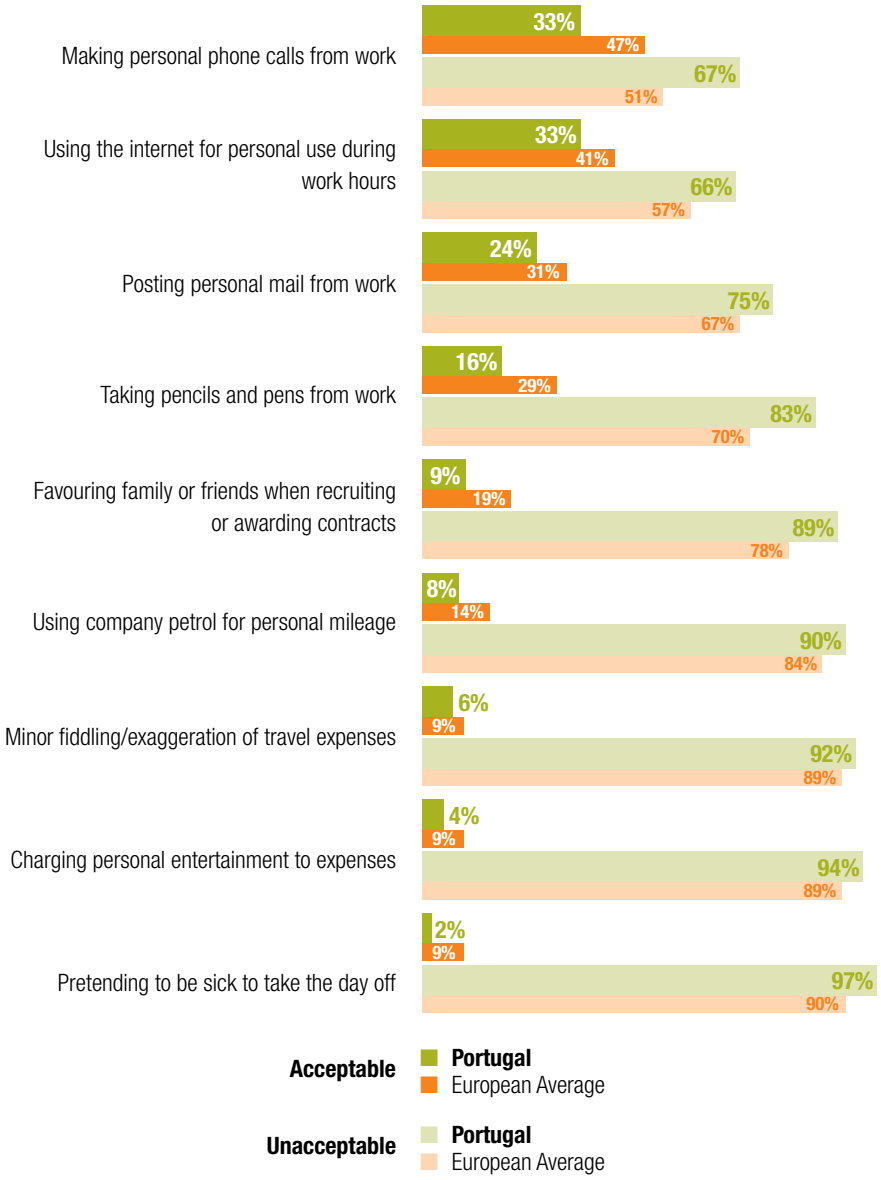
It is worth noting that Portuguese employees are less likely than the European average to say that each of the workplace practices is acceptable. For example, just 9% of Portuguese employees say that favouring family or friends when recruiting or awarding contracts is acceptable, in comparison with a European average of 19%. In particular, the percentage of employees that find these practices unacceptable is significantly higher than the European average. This is even the case for behaviours that might be considered rather widespread, such as making personal phone calls from work and using the internet for personal use during working hours.

> *Portuguese employees are less likely than the European average to say that the ethically questionable workplace practices tested are acceptable*

Although some of these issues may seem trivial, these answers are important indicators of what kinds of behaviour are considered acceptable in the workplace, and where employees' ethical boundaries lie. Employees either ignoring or being unable to identify the ethical dimensions of a specific situation will increase the ethics risk for organisations.

Figure 1 Acceptability of common workplace practices

Q1 **Below is a list of things that sometimes happen in the workplace. To what extent, if at all, do you think that each of the following actions is acceptable?**



Percentage of respondents in Portugal who say the proposed workplace practices are ***acceptable*** (totally or fairly acceptable) or ***unacceptable*** (not very acceptable or totally unacceptable).

Women are more likely than men to say that it is unacceptable to use company petrol for personal mileage (93% vs 88%).

Younger employees aged 18-34 are more likely to find many of the questionable workplaces practices acceptable than their older colleagues. For example, 16% of younger employees think favouring family or friends when recruiting or awarding contracts is acceptable, compared to 7% mid-career employees aged 35-54 and 6% of older employees aged 55+).

Employees in **SMEs** are more likely to say that it is acceptable to favour family or friends when recruiting or awarding contracts than employees in large organisations (11% vs 7%).

Is honesty applied in practice?

Another important issue to understand in order to assess the workplace culture is how employees perceive their organisation's commitment to ethical values, and the degree to which this is effectively embedded in practice. This can be seen through employees' views of the behaviour of their colleagues and managers.

Whilst the ethical values that organisations adopt are varied, honesty is one of the most frequently mentioned value-words in business. Employees in Portugal are more likely to say that honesty is practised always or frequently in their organisation's daily operations (85%) than the European average (78%).

85% of Portuguese employees say that honesty is practised always or frequently in their organisation's daily operations, in comparison with a European average of 78%

How are stakeholders treated?

To understand employees' perceptions of their organisation's engagement with stakeholders, respondents were asked to comment on whether they believe that their organisation acts responsibly in all its business dealings with key stakeholder groups such as customers, clients, suppliers, etc. Respondents were also asked more specific questions relating to internal and external stakeholders: whether their organisation lives up to its stated policy of social responsibility and whether ethical issues are discussed in staff meetings. Figure 2 illustrates the results.

Figure 2 Perceptions of engagement with internal and external stakeholders

Theme 2: Identifying ethical risks

This survey focuses on two measures that indicate an increased risk of ethical lapses and unethical behaviour: employees' awareness of misconduct in the workplace and potential pressure on employees to compromise their organisation's ethical standards.

How common is unethical behaviour?

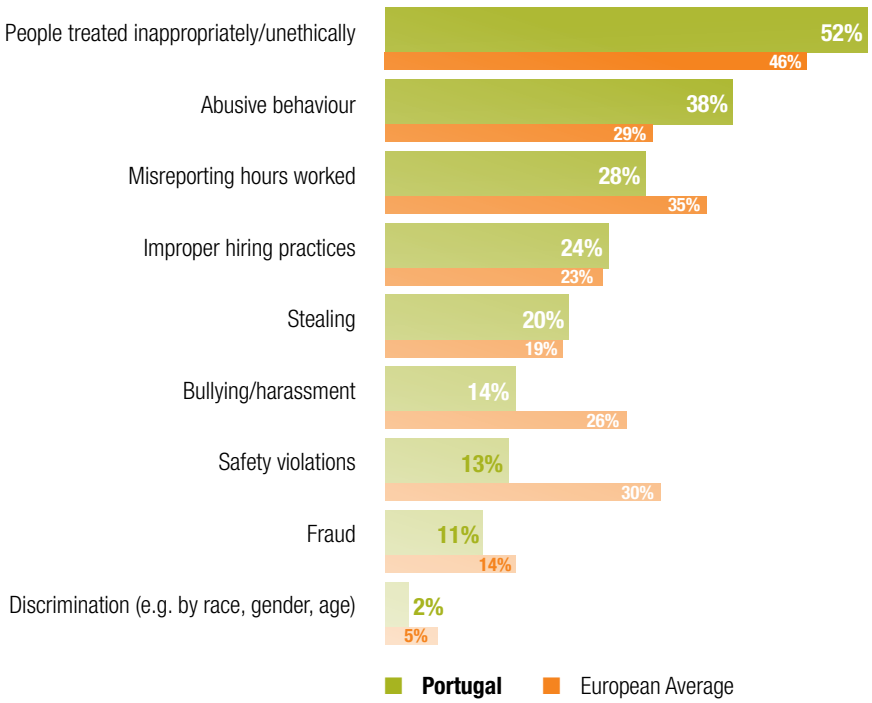
Respondents were asked to state whether, during the past year at work, they have been aware of any misconduct – i.e. any conduct by their employer or colleagues that they thought violated either the law or their organisation's ethical standards. In 2018, just over a third (35%) of employees in Portugal say they have been aware of misconduct during the past year at work, compared to a European average of 30%.

35% of employees in Portugal say they have been aware of misconduct during the past year at work

Those respondents who have been aware of misconduct were then asked to specify the types of misconduct they had encountered, as illustrated in Figure 3. People treated inappropriately/unethically is the most frequent type of misconduct mentioned (52%), followed by abusive behaviour (38%) and misreporting hours worked (28%). On the one hand, respondents in Portugal seem more likely than the European average to be aware of people issues such as people treated inappropriately/unethically and abusive behaviour. On the other hand, fewer employees in Portugal are aware of bullying/harassment than the European average.

Figure 3 Types of misconduct of which employees were aware

Q4 **Which, if any, of the following types of misconduct were you aware of?**



Percentage of respondents in Portugal who have been ***aware of types of misconduct***.

It is worth noting that only 28% of Portuguese employees are aware of misreporting hours worked, compared to a European average of 35%. This might be a further sign of employees' perception of honesty in their organisation, which is higher in Portugal than the European average.

Younger employees aged 18-34 who have been aware of misconduct are less likely to be aware of people being treated improperly/unethically (36%) than mid-career employees aged 35-54 (56%) and older employees aged 55+ (67%).

Employees in the **public/third sector** who have been aware of misconduct are more likely to be aware of people being treated inappropriately/unethically (69%) than employees in the private sector (45%).

Focus on...

Implications of being aware of misconduct

This survey shows that, in Portugal, employees who have been aware of legal or ethical violations during the past year at work are more likely to have:

A negative perception of how frequently honesty is practised at work. Employees who have been aware of misconduct at work are more likely to say that honesty is rarely or never practised in their organisation's daily operations (7%) than employees who have not been aware of misconduct (1%).

A negative outlook on how the organisation engages with its stakeholders. Employees who have been aware of misconduct at work are less likely than employees who have not been aware of misconduct to say that their organisation lives up to its stated policy of social responsibility (53% vs 78%) and that their organisation engages responsibly in all its business dealings (56% vs 80%).

A negative perception of the ability of managers to promote ethics. Employees who have been aware of misconduct at work are less likely to say that their manager sets a good example of ethical behaviour at work (46% compared to 74% of employees who have not been aware of misconduct) and that their line manager supports them in following their organisation's standards of ethical behaviour (51% compared to 71% of employees who have not been aware of misconduct).

Felt pressured to compromise ethics. More than a third (37%) of employees who have been aware of misconduct at work have felt pressured to compromise their organisation's ethical standards, compared to 12% of employees who have not been aware of misconduct.

Are employees pressured to compromise ethics?

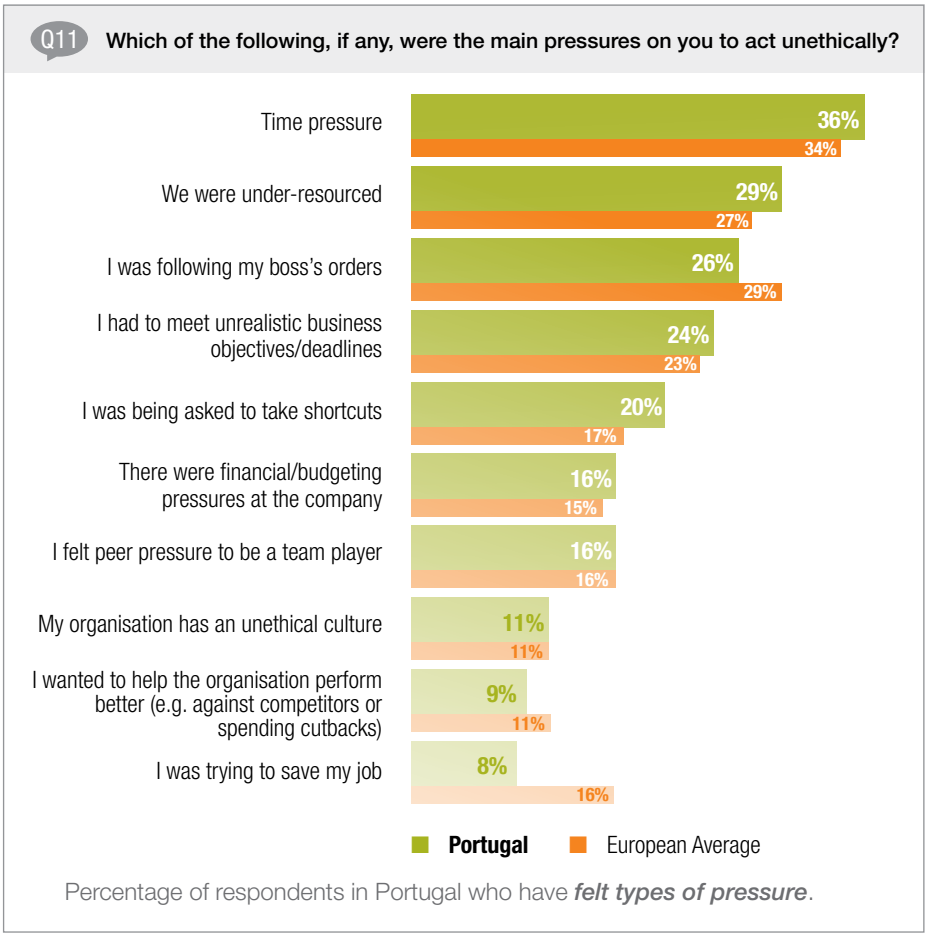
Almost a quarter of Portuguese employees (22%) say they have felt some form of pressure to compromise their current organisation's standards of ethical behaviour. This is considerably higher than the European average (16%).

Employees in Portugal are most likely to have felt pressured to compromise ethical standards because of time pressure (36%); being under-resourced (29%) and following a boss's orders (26%).

The figures for Portugal are similar to the European average, with the exception of one area: only 8% of Portuguese employees felt pressured to compromise ethical standards in order to save their job, in comparison with a European average of 16%.

> *22% of Portuguese employees say they have felt some form of pressure to compromise their current organisation's standards of ethical behaviour*

Figure 4 Types of pressure to compromise ethical standards



Percentage of respondents in Portugal who have ***felt types of pressure***.

Employees in Portugal who have felt pressured to compromise ethics are less likely to agree that their organisation acts responsibly in all its business dealings

Focus on...

Implications of pressures to compromise ethical standards

This survey shows that employees in Portugal who have felt pressured to compromise their current organisation's standards of ethical conduct are more likely to have:

A negative outlook on how the organisation engages with its stakeholders. Employees who have felt pressured to compromise ethics are less likely to agree that their organisation acts responsibly in all its business dealings: 56% compared to 74% of employees who have not felt pressured.

Been aware of misconduct at work. 58% of employees who have felt pressured to compromise ethics say they have been aware of instances of misconduct during the past year at work, in comparison with 28% of those who have not felt pressured.

A negative perception of the ability of managers to promote ethics. Employees who have felt pressured to compromise ethics are less likely than those who have not felt pressured to say that their manager sets a good example of ethical business behaviour (41% vs 67%) and that their manager explains the importance of honesty and ethics in the work they do (47% vs 62%).

Theme 3: Supporting ethics at work

The third theme covered in this chapter focuses on the tools that organisations put in place to promote and support ethics at work.

What percentage of organisations provide an ethics programme?

Respondents were asked whether their organisation offers the following building blocks of a formal ethics programme:

- A code of ethics or similar document (written standards of ethical business conduct that provide guidelines for my job)
- A 'Speak Up line' to report misconduct (a means of reporting misconduct confidentially, without giving my name or other information that could easily identify me)
- An 'Advice line' to ask for advice or information (advice or an information helpline where I can get advice about behaving ethically at work)
- Ethics training (training on standards of ethical conduct).

The findings for Portugal are in line with the European average: one fifth (19%) of Portuguese employees say that their organisation provides all four building blocks of an ethics programme (which is the same as the European average) and 20% say that their organisation provides none of them (compared to a European average of 21%). Figure 5 illustrates the results for each building block of a formal ethics programme.

19% of Portuguese employees say their organisation provides all four building blocks of an ethics programme while 20% say their organisation provides none of them

Figure 5 Employee awareness of the building blocks of a formal ethics programme

Results show that Portuguese employees are more aware of their organisation offering each of the building blocks of an ethics programme than the European average, with the significant exception of a means of reporting misconduct confidently.

Focus on...

The impact of providing formal support for ethics in the workplace

This survey shows that employees in Portugal whose organisations have a comprehensive ethics programme (all four building blocks) are more likely than those whose employers do not have an ethics programme (none of the building blocks) to have:

A positive outlook on how the organisation engages with its stakeholders. Respondents whose organisation provides a comprehensive ethics programme are more likely to have a positive outlook on how their organisation engages with stakeholders. Employees in organisations with a comprehensive ethics programme are more likely than those in organisations without an ethics programme to think that their organisation lives up to its stated policy of social responsibility (87% vs 47%); acts responsibly in all its business dealings (87% vs 57%) and that issues of right and wrong are discussed in staff meetings (83% vs 37%).

Spoken up about misconduct at work. Two thirds (67%) of employees in organisations with a comprehensive ethics programme who have been aware of misconduct at work say they raised their concerns, compared to only half (49%) of employees in a similar position in organisations with no ethics programme.

A positive perception of the ability of managers to promote ethics but also to think that managers reward employees for good results, even if they use questionable practices. Employees whose organisation provides a comprehensive ethics programme are more likely to agree with statements indicating that their manager promotes ethical behaviour at work. For example, 82% agree that their line manager explains the importance of honesty and ethics at work, compared to 34% of employees in organisations without an ethics programme.

However, 50% of employees in organisations with a comprehensive ethics programme say that their manager rewards those who get good results, even if they use practices that are ethically questionable, as opposed to only 19% of employees in organisations without an ethics programme.

Lenient attitudes to some questionable workplace practices. Employees in organisations that provide a comprehensive ethics programme find some of the workplace practices in Figure 1 more acceptable than those in organisations without an ethics programme. For example, saying that favouring family or friends when recruiting and awarding contracts is acceptable (18% vs 7%) or minor fiddling/ exaggeration of travel expenses (11% vs 5%).

Younger employees aged 18-34 are more likely to say that their organisation provides ethics training than their older colleagues (50% compared to 42% of mid-career employees aged 35-54 and 36% of older employees aged 55+).

Employees in the **public/third sector** are more likely to be aware of written standards of ethical business conduct than employees in the private sector (69% vs 57%).

Employees in **SMEs** are less likely to say that their organisation has each of the four building blocks of an ethics programme than employees in large organisations (e.g. ethics training: 36% vs 54%).

How do employers incentivise ethical behaviour?

Respondents were asked whether their organisation provides incentives to encourage employees to live up to its ethical standards. A quarter (24%) of Portuguese employees say that their organisation provides these incentives, which is in line with the European average (23%).

Respondents who indicated that their organisation does offer incentives to encourage ethical behaviour were also asked for additional information regarding the types of incentive offered. Two fifths of employees in Portugal (44%) whose organisation offers incentives say that ethics is part of their annual appraisal/review, which is in line with the European average (45%). Other common incentives tested are taking ethical considerations into account when assessing bonus payments (41% compared to a European average of 29%) and salary increases (19% compared to a European average of 20%).

24% of Portuguese respondents say their organisation provides incentives to encourage employees to live up to its ethical standards

Focus on...

The impact of providing incentives to encourage ethical behaviour

This survey shows that although incentives to encourage ethical behaviour can potentially have a positive impact on employees' perceptions of ethics at work, in some cases there may be a gap between the objective that an organisation is trying to achieve through its incentive scheme and the practical impact of the incentives offered to employees. Employees in Portugal who are aware of their organisation providing incentives are more likely to have:

✓ **A positive perception of how frequently honesty is practised at work.** 95% of respondents in organisations that provide incentives say that honesty is practised always or frequently in their organisation's daily operations, compared to 81% in organisations without incentives.

✓ **A positive outlook on how the organisation engages with its stakeholders.** Employees in organisations that provide incentives are significantly more likely to agree with each of the statements relating to stakeholder engagement than those without such incentives. For example, 88% say that their organisation lives up to its stated policy of social responsibility, compared to 58% of those in organisations without incentives.

✓ **Spoken up about misconduct.** 73% of employees who have been aware of misconduct during the past year at work and whose organisation provides incentives say that they raised their concerns, in comparison with just 42% of respondents in a similar position in organisations without incentives.

Of those who have been aware of misconduct and spoke up, 83% of respondents in organisations with incentives say they are satisfied with the outcome of speaking up, in comparison with 37% in organisations that do not provide incentives.

continues >

Focus on... *continued*

A positive perception of the ability of managers to promote ethics but also to think that managers reward employees for good results, even if they use questionable practices. Overall, employees in organisations that provide incentives are more likely than those in organisations without incentives to agree that their line manager sets a good example of ethical behaviour (84% vs 52%); explains the importance of honesty and ethics at work (83% vs 47%) and supports them in following their organisation's ethical standards (86% vs 52%). They are, however, also more likely to say that their line manager rewards employees who get good results, even if they use practices that are ethically questionable (51% vs 22%).

Lenient attitudes to some questionable workplace practices. Employees in organisations that provide incentives are more likely to think that some of the nine questionable workplace practices identified in Figure 1 are acceptable.

This rather counterintuitive evidence shows that it is important for organisations to monitor the practical impact of the incentives provided. For example, 16% of employees in organisations that provide incentives say that favouring family or friends is acceptable (compared to 7% in organisations without incentives) and 10% of employees in organisations that provide incentives find minor fiddling/exaggeration of travel expenses acceptable (compared to 5% in organisations without incentives).

Organisations need to design their incentive schemes with special care. Focussing primarily on specific Key Performance Indicators (KPIs) might detract an employee's attention from wider ethical dilemmas. It is important that employees are encouraged to think about and make ethical decisions for themselves and not just comply with a list of organisational requirements.

> *Organisations need to design their incentive schemes with special care*

Spotlight Issues

Issue 1: Speaking up

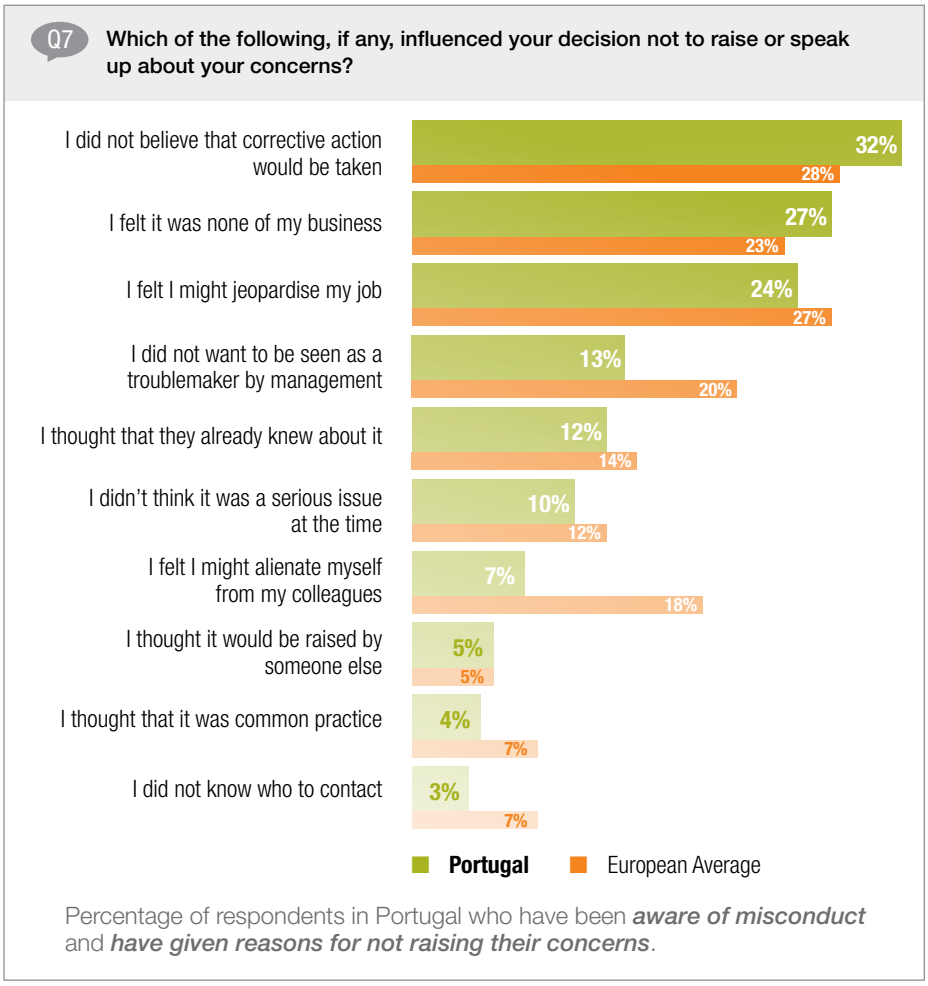
The freedom to raise concerns is a core component of a supportive ethical business culture, where employees are confident they will be supported to do the right thing.

The 35% of respondents in Portugal who have been aware of misconduct during the past year at work were asked whether they raised – or decided to speak up about – any of their concerns internally, directly to management or using any of the mechanisms available in their organisation. Nearly half of Portuguese employees who have been aware of misconduct spoke up (49%), while the same percentage of employees (49%) decided not to raise their concerns.

Nearly half of Portuguese employees who have been aware of misconduct spoke up (49%)

The 49% of respondents who have been aware of legal or ethical misconduct in the last year but did not raise their concerns were asked an additional question to assess what they considered to be the barriers to speaking up (see Figure 6).

Figure 6 Reasons why employees did not raise concerns about misconduct



Percentage of respondents in Portugal who have been ***aware of misconduct*** and ***have given reasons for not raising their concerns***.

It is clear that employees are concerned about the impact of speaking up and, in some cases, they might need some training to understand the importance of speaking up. Over a quarter of respondents (27%) who have been aware of misconduct in Portugal say that they didn't raise their concerns because they felt it was none of their business. Reporting concerns can require courage, particularly in an unsupportive environment. Employees won't take the risk if they believe that nothing will be done about it.

To understand whether employees' concerns are justified, respondents who have been aware of misconduct and raised their concerns were asked whether they were satisfied with the outcome of doing so. Just over half (54%) of these respondents are satisfied with their organisation's response to them speaking up, which is slightly above the European average (51%).

54% of Portuguese respondents who have been aware of misconduct and raised their concerns are satisfied with their organisation's response to them speaking up

Another important indicator that shows whether employees think their organisation is taking ethical misconduct seriously is the action taken against employees who violate the organisation's ethical standards. Many organisations highlight the consequences of violations of ethical standards in their code of ethics. However, far fewer organisations publish data externally on ethical breaches and disciplinary actions including dismissals.

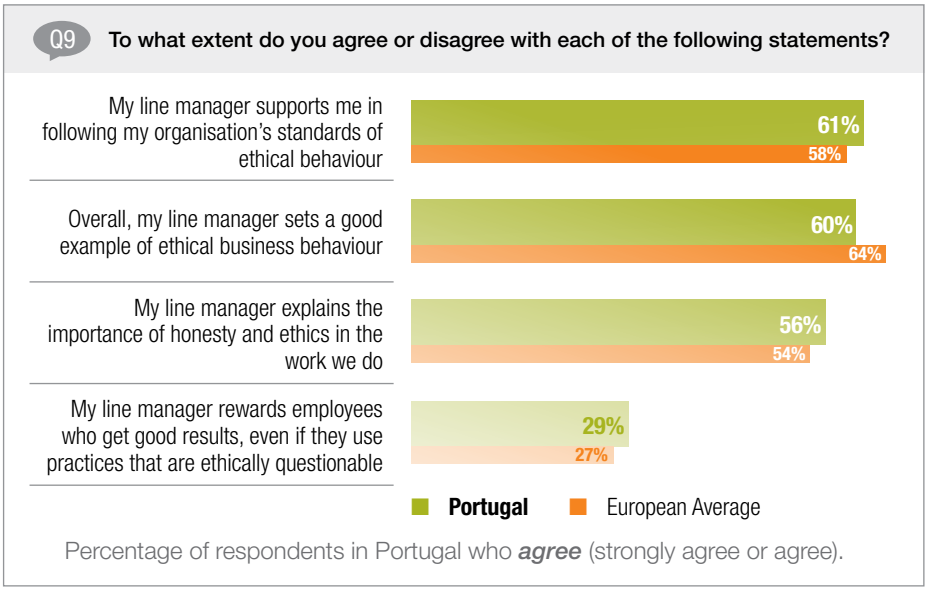
Fewer than half of employees in Portugal (46%) believe that their organisation disciplines employees who violate their organisation's ethical standards. This result is below the European average (53%).

Issue 2: Ethical management

This survey analyses the attitudes of managers to business ethics through two different lenses: managers' first-hand views and the perceptions that employees have of their managers. The survey uses four indicators to gauge employee perception of their managers' attitudes towards ethics, as shown in Figure 7.

Fewer than half of employees in Portugal (46%) believe that their organisation disciplines employees who violate their organisation's ethical standards

Figure 7 Perception of management behaviour



Percentage of respondents in Portugal who ***agree*** (strongly agree or agree).

Focus on...

The impact of providing a work environment that is regarded as supportive to ethics [2]

This survey shows that employees in Portugal who work in organisations with an environment that is perceived as supportive to ethics are more likely to have:

- **A positive perception of how frequently honesty is practised at work.** Employees in the most supportive organisations are more likely to say that honesty is practised always or frequently in their organisation's daily operations (97%) than those in unsupportive organisations (58%).
- **Not been aware of misconduct at work.** Employees in the most supportive organisations are less likely to say that they have been aware of misconduct during the past year at work (24%), compared to those in unsupportive organisations (66%).
- **Not felt pressured to compromise ethics.** Only 14% of employees in the most supportive organisations say that they have felt pressured to compromise their current organisation's ethical standards, compared to 45% of employees in unsupportive organisations.

Employees in the **private sector** are more likely to say that their line manager explains the importance of honesty and ethics at work than employees in the public/third sector (60% vs 48%).

What are managers' views of ethics at work?

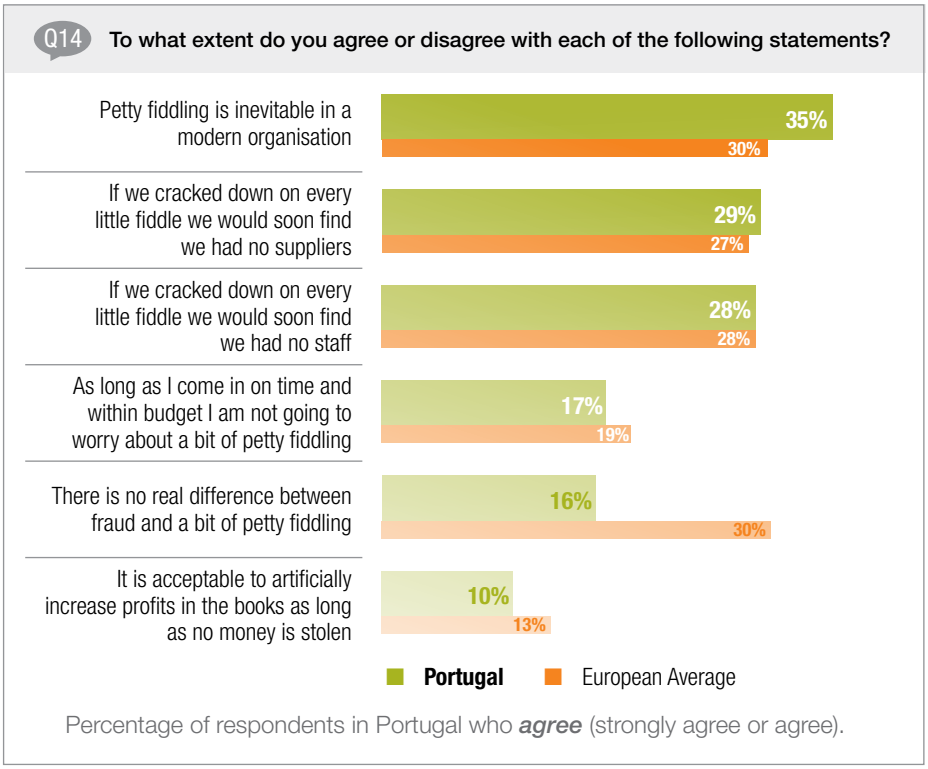
In order to set a good example of ethical behaviour and support employees in living up to their organisation's ethical standards, it is important that people in a managerial position understand their responsibilities in leading by example on the application of ethical values to the day-to-day tasks in the workplace.

To understand this, the 28% of respondents in Portugal who identified themselves as managers were asked to give their opinion on a series of statements that describe examples of 'petty fiddling' that can occur in an organisation. Figure 8 illustrates the results. An example of petty fiddling is an employee charging their company for small items such as a taxi ride when they used public transport instead.

Portuguese employees are more likely than the European average to think that petty fiddling is inevitable in a modern organisation (35% vs 30%). However, they are significantly less likely to think that there is no real difference between fraud and a bit of petty fiddling (16% compared to a European average of 30%).

[2] The supportiveness of the organisation is defined by how many statements employees agree or tend to agree with at Q9 (see Appendix 2). This excludes the statement on the line manager rewarding employees who get good results despite using ethically questionable practices, as this is framed in the negative. The most supportive organisations agree or tend to agree with all of the statements and unsupportive organisations are those in which respondents disagree or tend to disagree with three or more of the statements.

Figure 8 Attitudes to petty fiddling



Percentage of respondents in Portugal who ***agree*** (strongly agree or agree).

Mid-career managers aged 35-54 are more likely than older managers aged 55+ to say that is acceptable to artificially increase profits in the books as long as no money is stolen (12% vs 3%).

Older managers aged 55+ are more likely than mid-career managers to say that petty fiddling is inevitable in a modern organisation (46% vs 28%).

Managers in **large organisations** are more likely than managers in SMEs to say that there is no real difference between fraud and a bit of petty fiddling (24% vs 11%).

Focus on...

Attitudes of managers towards ethics at work

This survey provides a picture of how managers in Portugal approach ethics at work. In comparison with non-managers they are more likely to have:

✓ **A positive perception of how frequently honesty is practised at work.** Managers are more likely than non-managers to say that honesty is practised always or frequently in their organisation's daily operations (92% vs 83%).

✓ **A positive outlook on how the organisation engages with its stakeholders.** Managers are more likely than non-managers to agree with all of the statements on stakeholder engagement: 77% of managers say that their organisation acts responsibly in all its business dealings (compared to 65% of non-managers); 76% of managers say that their organisation lives up to its stated policy of social responsibility (compared to 62% of non-managers) and 65% of managers say that issues of right and wrong are discussed in staff meetings (compared to 49% of non-managers).

✓ **Spoken up about misconduct at work.** Managers who have been aware of misconduct during the past year at work are more likely to have spoken up about their concerns: 76% say they raised their concerns, compared to 39% of non-managers.

Summary and Conclusion

Employees in Portugal are generally positive about how their organisation behaves towards external stakeholders. In line with the European average (70%), 68% of Portuguese employees say that their organisation acts responsibly in all its business dealings with stakeholders. It is also encouraging to see that 85% of employees in Portugal say that honesty is practised always or frequently in their organisations. Compared to a European average of 78%, Portugal stands out in this respect and has the second highest score after Ireland (88%) among all the European countries surveyed in *Ethics at Work* 2018.

At the same time, Portuguese employees are also more likely to have strict attitudes to some ethically questionable workplace practices. For instance, 9% of employees in Portugal find it acceptable to favour family and friends when recruiting or awarding contracts, in comparison to a European average of 19%. Similarly, Portuguese employees are less likely than the European average to find it acceptable to pretend to be sick to take a day off (2% vs 9%) and make personal calls from work (33% vs 47%).

Understanding the different needs of a multigenerational workforce is fundamental to building an ethical culture

The data presented in this survey report highlights important issues about current attitudes to ethics in the workplace and raises crucial questions for organisations. It is important to stress that, in order to paint a meaningful picture, the results related to each indicator need to be read in the wider context, in parallel with other elements. For instance, higher awareness of misconduct could show that employees are failing to live up to the organisation's values. However, it could also be a positive sign of increased 'ethical literacy' among employees who have learned to identify and act upon ethical dilemmas in their workplace.

With this in mind, the survey sheds light on several challenges that organisations might want to consider going forward.

Do organisations understand the different needs of a multigenerational workforce?

It is concerning that younger employees in Portugal have more lenient attitudes to ethically questionable workplace practices than their older colleagues. For example, 16% of millennials (aged 18-34) find it acceptable to favour friends and family, in comparison with only 6% of employees aged 55+.

Understanding the different characteristics of the generations is fundamental to building an ethical culture. Organisations have to keep this in mind when building their ethics programme and should think about how these factors can be taken into consideration when designing a training programme.

Are SMEs able to tackle the specific ethical risks that they face?
Organisations of all sizes face ethical risks that can have a serious impact on their sustainability and success. However, these risks are likely to differ depending on the size of the organisation.

Employees in SMEs seem to have a generally positive view of the honesty of their organisation and on the way it engages with external stakeholders. They are less likely to have been aware of misconduct in the workplace: half of employees in SMEs (51%) say that they have not been aware of misconduct in the past year at work in comparison with 43% of employees in large organisations.

SMEs have fewer resources for developing and implementing ethics programmes

On the other hand, employees in SMEs are also less likely to be aware of their organisation having an ethics programme than those in larger organisations (which may be due to fewer SMEs having an ethics programme or to lower levels of awareness of existing ethics programmes). For instance, only 51% of employees in SMEs say that their organisation has a written code of ethics or a similar document in comparison with 77% of employees in larger organisations.

SMEs have fewer resources for developing and implementing ethics programmes and these findings are especially concerning in Portugal, where the majority of businesses qualify as SMEs.

Appendix 1
Methodology and Respondent Profile

This survey report presents the findings of public research undertaken by ComRes on behalf of the IBE and Católica Porto Business School. ComRes is a member of the British Polling Council and abides by its rules.

The IBE has asked similar questions of the British workforce every three years since 2005. In 2012, the IBE extended part of the survey to four additional major European markets: France, Germany, Italy and Spain. The *Ethics at Work: 2018 survey of employees* illustrates the latest evolution and trends in employees' perceptions of ethics in the workplace. Given that organisations are increasingly taking an integrated approach to business ethics at the international level, the number of countries included in the research has been expanded to cover France, Germany, Ireland, Italy, Portugal, Spain, Switzerland and the UK within Europe, as well as Australia, Canada, Singapore and New Zealand.

This report describes the Portuguese findings and provides comparisons with European averages for 2018. The averages throughout the report reflect the percentage of all 6,119 respondents in France, Germany, Ireland, Italy, Portugal, Spain, Switzerland and the UK after each country's data was weighted to reflect the workforce by gender, age and region.

The survey was completed by a representative sample of about 750 working adults in each country aged 18+, including 775 working adults in Portugal. The survey was undertaken between 5th and 25th February 2018.

COUNTRY	Total number of respondents	GENDER			AGE				SECTOR		MANAGERS		SIZE [3]	
		Male	Female	Prefer not to say	18-34	35-54	55+	Prefer not to say	Public/Third	Private	Manager	Non-manager	SME	Large
Europe	**6,119**	**3,256**	**2,834**	**29**	**1,804**	**3,127**	**1,184**	**4**	**2,025**	**4,094**	**1,862**	**4,257**	**3,255**	**2,418**
Portugal	775	401	372	2	206	409	160	0	219	556	216	559	421	302

Please note that the data in the table above is unweighted. For the purposes of analysis and reporting, the data was weighted to make the sample representative of the working populations (age 18+) in each of the countries surveyed by gender, age, and region.

The survey was conducted online, in the native language of the country being surveyed, and questions were 'randomised' to avoid any undue bias there may have been when answering potentially sensitive questions. In some cases, percentages do not add up exactly to 100%. This is due to a number of reasons, including rounding, participants being able to select more than one response to the question, or additional options (e.g. don't know or other).

[3] Please note that a small number of sole traders also participated in the survey.

Appendix 2
Survey Questionnaire

The survey questionnaire consisted of 14 questions, although not all questions were answered by all respondents. Eligibility for certain questions was dependent on responses to previous questions.

Q1. Below is a list of things that sometimes happen in the workplace. To what extent, if at all, do you think that each of the following actions is acceptable?

Please select one answer per row.

Totally acceptable *Fairly acceptable* *Not very acceptable* *Totally unacceptable* *Don't know*

- Taking pencils and pens from work
- Posting personal mail from work (e.g. letters or parcels)
- Making personal phone calls from work
- Using the internet for personal use during working hours
- Using company petrol for personal mileage
- Charging personal entertainment to expenses
- Pretending to be sick to take the day off
- Minor fiddling of travel expenses
- Favouring family or friends when recruiting or awarding contracts

Base 2018 = 775 employees in Portugal.
European average: Base 2018 = 6,119 employees in Europe.

Q2. In your organisation's daily operations, would you say that honesty is practised…?

Please select one response only.

Always *Frequently* *Occasionally* *Rarely* *Never* *Don't know*

Base 2018 = 775 employees in Portugal.
European average: Base 2018 = 6,119 employees in Europe.

Q3. During the past year at work, have you been aware of any conduct by your employer or colleagues that you thought violated either the law or your organisation's ethical standards? *Please select one response only.*

Yes *No* *Don't know*

Base 2018 = 775 employees in Portugal.
European average: Base 2018 = 6,119 employees in Europe.

Q4. *Asked to respondents who answered yes to Q3.*

Which, if any, of the following types of misconduct were you aware of?

Please select all that apply.

- **Abusive behaviour**
- **Misreporting hours worked**
- **Safety violations**
- **Discrimination (e.g. by race, gender, age)**
- **Stealing**
- **Improper hiring practices (e.g. favouring family or friends)**
- **Fraud**
- **Bullying/harassment**
- **People treated inappropriately/unethically**
- **Other**

Base 2018 = 272 employees in Portugal who were aware of legal or ethical violations at work.
European average: Base 2018 = 1,854 employees in Europe who were aware of legal or ethical violations at work.

Q5. *Asked to respondents who answered yes to Q3.*

Did you raise any of your concerns with management, another appropriate person, or through any other mechanism? *Please select one response only.*

Yes *No* *Don't know*

Base 2018 = 272 employees in Portugal who were aware of legal or ethical violations at work.
European average: Base 2018 = 1,854 employees in Europe who were aware of legal or ethical violations at work.

Q6. *Asked to respondents who answered yes to Q5.*

After raising or speaking up about your concerns, how satisfied or dissatisfied were you with the outcome? *Please select one response only.*

Very satisfied *Fairly satisfied* *Fairly dissatisfied* *Very dissatisfied* *Don't know*

Base 2018 = 133 employees in Portugal who were aware of legal or ethical violations at work and raised their concerns.
European average: Base 2018 = 1,008 employees in Europe who were aware of legal or ethical violations at work and raised their concerns.

Q7. *Asked to respondents who answered no to Q5.*

Which of the following, if any, influenced your decision not to raise or speak up about your concerns? *Please select all that apply.*

- **I felt it was none of my business**
- **I felt I might jeopardise my job**
- **I did not believe that corrective action would be taken**
- **I felt I might alienate myself from my colleagues**
- **I did not want to be seen as a troublemaker by management**
- **I did not know who to contact**
- **I thought that it was common practice**
- **I thought it would be raised by someone else**
- **I thought that they already knew about it**
- **I didn't think it was a serious issue at the time**
- **Other (Please specify)**
- **Don't know**

Base 2018 = 134 employees in Portugal who were aware of legal or ethical violations at work but did not raise their concerns.
European average: Base 2018 = 806 employees in Europe who were aware of legal or ethical violations at work but did not raise their concerns.

Q8. Please indicate whether each of the following statements apply to your organisation or not. *Please select one response only.*

Yes *No* *Don't know*

- **My organisation has written standards of ethical business conduct that provide guidelines for my job (for example a code of ethics, a policy statement on ethics or guidance on proper business conduct)**
- **My organisation provides employees with a means of reporting misconduct confidentially, without giving their name or other information that could easily identify them**
- **My organisation offers advice or an information helpline where I can get advice about behaving ethically at work**
- **My organisation provides training on standards of ethical conduct**

Base 2018 = 775 employees in Portugal.
European average: Base 2018 = 6,119 employees in Europe.

2018 IBE Ethics at Work Survey: Portugal
Appendix 2

Q9. To what extent do you agree or disagree with each of the following statements?

Please select one answer per row.

Strongly agree *Tend to agree* *Neither agree nor disagree* *Tend to disagree* *Strongly disagree* *Don't know*

- **Overall, my line manager sets a good example of ethical business behaviour**
- **My line manager explains the importance of honesty and ethics in the work we do**
- **My line manager rewards employees who get good results, even if they use practices that are ethically questionable**
- **My line manager supports me in following my organisation's standards of ethical behaviour**
- **My organisation disciplines employees who violate my organisation's ethical standards**
- **My organisation acts responsibly in all its business dealings (with customers, clients, suppliers, etc.)**
- **My organisation lives up to its stated policy of social responsibility**
- **Issues of right and wrong are discussed in staff meetings**

Base 2018 = 775 employees in Portugal.
European average: Base 2018 = 6,119 employees in Europe.

Q10. Have you felt pressured to compromise your current organisation's standards of ethical conduct? *Please select one response only.*

Yes *No* *Don't know*

Base 2018 = 775 employees in Portugal.
European average: Base 2018 = 6,119 employees in Europe.

Q11. *Asked to respondents who answered yes to Q10.*

Which of the following, if any, were the main pressures on you to act unethically?

Please select a maximum of three responses.

- **I had to meet unrealistic business objectives/deadlines**
- **I was following my boss's orders**
- **I felt peer pressure to be a team player**
- **I wanted to help the organisation perform better (e.g. against competitors or spending cutbacks)**
- **I was trying to save my job**
- **My organisation has an unethical culture**
- **I was being asked to take shortcuts**
- **There were financial/budgeting pressures at the company**
- **We were under-resourced**
- **Time pressure**
- **Other (Please specify)**
- **Don't know**

Base 2018 = 176 employees in Portugal who have felt pressured to compromise their organisation's standards of ethical conduct.
European average: Base 2018 = 970 employees in Europe who have felt pressured to compromise their organisation's standards of ethical conduct.

Q12. Does your organisation provide incentives to employees to encourage them to live up to the organisation's ethical standards? *Please select one response only.*

Yes *No* *Don't know*

Base 2018 = 775 employees in Portugal.
European average: Base 2018 = 6,119 employees in Europe.

Q13. *Asked to respondents who answered yes to Q12.*

Which of the following incentives, if any, does your organisation provide to encourage employees to live up to its ethical standards? *Please select all that apply.*

- **It is part of our annual appraisal/review**
- **It is taken into account in assessing bonus payments**
- **Salary increases**
- **Public commendation (e.g. employee awards)**
- **Other (Please specify)**
- **Don't know**

Base 2018 = 188 employees in Portugal who say their organisation provides incentives to encourage employees to live up to its ethical standards.
European average: Base 2018 = 1,400 employees in Europe who say their organisation provides incentives to encourage employees to live up to its ethical standards.

Q14. *Asked to respondents who identified themselves as managers.*

To what extent do you agree or disagree with each of the following statements?

Please select one answer per row.

Strongly agree *Tend to agree* *Neither agree nor disagree* *Tend to disagree* *Strongly disagree* *Don't know*

- **Petty fiddling is inevitable in a modern organisation**
- **If we cracked down on every little fiddle we would soon find we had no staff**
- **If we cracked down on every little fiddle we would soon find we had no suppliers**
- **As long as I come in on time and within budget I am not going to worry about a bit of petty fiddling**
- **There is no real difference between fraud and a bit of petty fiddling**
- **It is acceptable to artificially increase profits in the books as long as no money is stolen**

Base 2018 = 216 managers in Portugal.
European average: Base 2018 = 1,862 managers in Europe.

Related IBE Publications

IBE publications provide thought leadership and practical guidance to those involved in developing and promoting business ethics, including senior business people, corporate governance professionals and ethics and compliance practitioners. Some recent publications related to this topic which you might be interested in include:

Ethics at Work: 2018 survey of employees

Guendalina Dondé and Katja Somasundaram

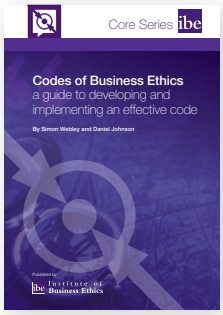
Employees' views are a key indicator of the ethical temperature in today's organisations. *Ethics at Work: 2018 survey of employees* is the only survey of its kind that provides real insight into employees' views on ethics across all sectors and job roles. It covers Europe, Australia, Canada, New Zealand and Singapore.

The survey, first introduced in 2005, asks employees how they experience ethical dilemmas in their day-to-day working lives. It looks at whether they have witnessed misconduct; whether they have reported it; the pressures they are under and what stops them speaking up. The *Ethics at Work* reports examine employees' experiences and the impact of formal ethics programmes on embedding ethical values into organisational culture and influencing behaviour.

Good Practice Guide: Encouraging a Speak Up Culture

Katherine Bradshaw

The freedom to raise concerns without fear of retaliation is a core component of a supportive ethical business culture – one where employees are confident they will be supported to 'do the right thing'. *Encouraging a Speak Up Culture* is the latest IBE Good Practice Guide. It examines practical ways that organisations can encourage a Speak Up culture by establishing a procedure to give employees the confidence to raise concerns about anything they find unsafe, unethical or unlawful without fear of retaliation. If companies do not support their employees in this way, they risk a concern becoming a crisis.



Codes of Business Ethics: a guide to developing and implementing an effective code

Simon Webley and Daniel Johnson

Updated guidance from the IBE on how to develop and implement an effective code of ethics. This Core IBE Report addresses many of the questions that arise when organisations wish to provide support and guidance to staff in ethical decision-making. It is intended to apply to organisations of any size, regardless of the sector in which they operate and will assist those charged with implementing or updating their organisation's code of ethics. *Codes of Business Ethics* follows the IBE 9–Step Model and shares examples of good practice.

Other IBE Resources

E-learning

The IBE's e-learning package *Understanding Business Ethics* is available in English, French, German and Spanish.

This short introductory online training course is designed to raise awareness of business ethics and provide an understanding of why ethical standards in the workplace matter.

The course is designed to support employees at all levels, in organisations of any size and in any sector to 'do the right thing'. The programme takes approximately 35 minutes to complete.

The IBE's e-learning package is used by professional bodies to develop ethical sensitivity in their members and for CPD (Continuing Professional Development) accreditation.

If you would like to offer this to multiple users, please contact us.

Say No Toolkit

The IBE's *Say No Toolkit* is a decision-making tool to help organisations encourage employees to make the right decision in difficult situations. The *Say No Toolkit* delivers immediate guidance to employees on a wide range of common business issues, especially those that could lead to accusations of bribery.

Employees tap through a series of questions about the situation they face and the tool will provide the right decision to take: Say No, Say Yes or Ask. The answer also makes it clear why it is important to make that decision so your employees can have the confidence and the knowledge to respond correctly.

Organisations can use both the IBE *Say No Toolkit* app and website for free. The app can be downloaded on to any smartphone or tablet.

Simply go to www.saynotoolkit.net

The *Say No Toolkit* can be customised and branded to suit your organisation's needs and detailed procedures. For more information email info@ibe.org.uk or call the IBE office on +44 20 7798 6040.

For details of all IBE publications and resources visit our website www.ibe.org.uk

Ethics at Work
2018 survey of employees
Portugal

Employees' views are a key indicator of the ethical temperature in Portuguese organisations.

What do employees think about the ethical business practices of their employer? Are formal ethics programmes effective in embedding ethical values into organisational culture and influencing behaviour? What are the challenges for the organisation and what should be the focus going forward?

This survey report presents the IBE survey findings, which give a snapshot of the business ethics landscape in Portugal and include comparisons with European averages. The report focuses on three key themes. These relate to assessing the ethical culture of an organisation; identifying ethical risks and supporting ethics standards. Two specific issues that have a major impact on the culture of an organisation are also addressed: the ability of employees to voice their ethics-related concerns and the role of line managers in promoting ethics in the workplace.

Organisations can use the data provided to benchmark the views of their own employees with regard to levels of awareness of misconduct; willingness to raise concerns; perceptions of ethical culture and much more.

ibe Institute of Business Ethics

CATÓLICA PORTO BUSINESS SCHOOL

Available at www.ibe.org.uk