







Page Title	Unit Launch	Type	Text and Static Image / Graphic	Number	1
Screen Layout					
Event	Audio	On-Screen Text (OST)			
1.		Professional Banking Fundamentals  Chapter 2 – Ethics and Professionalism in Banking  Ethics is Social  Let's get started			



Page Title	Overview	Type	Text and Static Image / Graphic	Number	2
Screen Layout					
Event	Audio	On-Screen Text (OST)			
1.		<p>This unit will take approximately 25 minutes to complete.</p> <p>To navigate through this unit, there are arrows to continue next and go back.</p> <p>This unit is one of several in the Ethics and Professionalism in Banking chapter. A Knowledge Check will be provided at the conclusion of the chapter to assist in reinforcing your learning. This does not count towards your final exam.</p>			
Screen Layout					
Page Title	Learning Introduction and Objectives	Type	Animated Text and Static Image / Graphic	Number	3
Screen Layout					
Event	Video/Audio	On-Screen Text (OST)			
1		<p>Introduction</p> <p>Welcome to the Ethics is Social unit</p>			




		<p>By the end of this unit you will be able to:</p> <ul style="list-style-type: none"><li>• Understand expectations of 'ethical conduct'</li></ul> <p><a href="#">Click here to begin</a></p>		
Page Title	Ethics is Social		Type	Animated Text and Static Image / Graphic
			Number	4
Screen Layout				
Event	Audio	On-Screen Text (OST)		
1		<p>Given we don't tend to live isolated lives, ethics involves consideration of other people and the natural environment.</p> <p>Ethics involves making decisions that are almost always likely to involve and affect</p>		



		<p>other people or the environment. Therefore, to make a sound ethical decision we need to be aware of all the implications, not just those that impact ourselves. For example:</p> <ul style="list-style-type: none"><li>• What are the implications of buying 'fast fashion' items? For example, <b>the</b> impact on the environment or the working conditions of the workforce and the potential for their exploitation.</li><li>• What are the implications of being present at a work lunch where a colleague tells you and two other people a racist joke 'in private'?</li></ul>		
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Page Title	Ethics is Social	Type	Animated Text and Static Image / Graphic	Number	5
Screen Layout					
<div><div>PROFESSIONAL BANKING FUNDAMENTALS</div><div><div>Ethics is Social</div><div><div>Ethics is Social</div><div>Because we don't tend to live isolated lives, ethics involves consideration of other people and the natural environment.</div><div><div></div><div>Our building blocks of ethics – values – have been shaped by people. How did you end up with your particular set of values? Think about them and identify where they came from. Most often our values are based on family traditions, educational environments, cultural practices, religious traditions, friendships or relationships, and even what we have learned about fair play in sport.</div></div></div></div></div>					
Event	Audio	On-Screen Text (OST)			
2		<p>Given we don't tend to live isolated lives, ethics involves consideration of other people and the natural environment</p> <p>Our building blocks of ethics – values – have been shaped by people. How did you end up with your particular set of values? Think about them and identify where they came from. Most often our values are based on family traditions, educational environments, cultural practices, religious traditions, friendships or relationships, and even what we have learned about fair play in sport.</p>			



Page Title	Written and Unwritten Ethics		Type	Static text and active interaction on each image		Number	6
<div><div><div>PROFESSIONAL BANKING FUNDAMENTALS</div><div><div>Ethics is Social</div><div><div>Written and Unwritten Ethics</div><p>What makes ethics complex is that there is no single source of truth and there's not necessarily just one 'right thing to do'. That's why it is frustrating when people tell us that to act ethically, we just 'do the right thing'. And doubly frustrating when people say that everyone knows right from wrong and that to be ethical, we simply just choose to do what we know is right.</p><p>Yes, they are correct in the sense that ethics consists of not deliberately choosing actions what we know are wrong. If ethics was just about making a decision when there is a clear 'right' choice and clear 'wrong' choice life would be much simpler. Given the social element of ethics, written and unwritten ethics help us to make ethical decisions and act ethically.</p></div></div></div></div>							
Event	Audio	On-Screen Text (OST)					
1		<p>What makes ethics complex is that there is no single source of truth and there's not necessarily just one 'right thing to do'. That's why it is frustrating when people tell us that to act ethically, we just 'do the right thing'. And doubly frustrating when people say that everyone knows right from wrong and that to be ethical, we simply just choose to do what we know is right.</p> <p>Yes, they are correct in the sense that ethics consists of not deliberately choosing actions what we know are wrong. If ethics was just about making a decision when there is a clear 'right' choice and clear 'wrong' choice life would be much simpler.</p>					





		Given the social element of ethics, written and unwritten ethics help us to make ethical decisions and act ethically.		
Page Title	Written and Unwritten Ethics	Type	Static Text	Number 6
Screen Layout				
Event	Audio	On-Screen Text (OST)		
2		<p>Firstly, as a community we often shortcut the need for everybody to make individual decisions by writing down what we think is 'ethically right'.</p> <p>For example, we create laws that reflect community expectations, or we create policies and codes of conduct for our workplaces that outline what is acceptable and what is not. These written guides to ethical behaviour are enormously helpful because they provide clear behavioural expectations, aid consistency of approach and demonstrate transparency.</p>		
Page Title	Written and Unwritten Ethics	Type	Static text and dynamic interaction on each image	Number 6
Screen Layout				
Event	Audio	On-Screen Text (OST)	Internal Development Notes	Screen/Media Treatment
3		But there are many more factors we are expected to consider when making decisions or acting ethically that are not		



		written down and we generally accept them as the 'ethical norms' of our workplaces, families, communities or countries.  For example, many people would expect that the 'Australian way of life' involves being loyal to your mates, being prepared to roll your sleeves up and have a go and to give others a 'fair go'. In workplaces there may be unwritten norms about how much unpaid overtime is expected in certain roles, or whether senior people are expected to be more resilient to bullying than less senior people, or norms about how we might try not to convey 'bad news' up the line to senior management.				
Page Title	Written and Unwritten Ethics		Type	Drag and Drop activity	Number	6
Screen Layout						
The definition is to appear under the titles with the activity being drag the example that links to the definition.						
Event	Audio	On-Screen Text (OST)				
4		<p>Drag and drop the term to match the description</p> <p><b>Unwritten ethics</b> (Description) Can be problematic especially when they are misunderstood or it's not easy to understand what the ethical norm actually is.</p> <p>Example 1 If my organisation values 'integrity' but there is a norm of 'mateship', I might get the impression that integrity means not</p>				



		<p>reporting a colleague who takes leave regularly but fails to record some of it.</p> <p><b>Written ethics</b> (Description)Guidelines can be problematic, especially when they are too broad or generalised in an attempt to cover too wide a range of situations. Conversely, they can be too detailed and prescriptive so that we remove the need for judgement.</p> <p>Example 2 If the speed limit is 60km per hour, but I'm rushing a snakebite victim to hospital, is it behaving ethically if I stay within the speed limit?</p>		
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Page Title	Ethics is not the Same as Compliance		Type	Static Text	Number	7
Screen Layout						
Event	Audio	On-Screen Text (OST)				
1		<p>In some business cultures (often in North American businesses) it is common to talk about 'ethics and compliance' functions or roles. Furthermore, in some sports it is common practice to have an 'ethics unit' to investigate misbehaviour and infractions of the rules. However, ethics is not synonymous with compliance.</p> <p>Ethics involves making decisions and acting on those decisions, often where there are no formal rules or the agreed 'right' thing to do. Ethics involves discernment and judgement.</p> <p>Compliance has more of a 'conformance' aspect and a checklist formality to it and can certainly be an aspect of, and support to, ethical decision making. For example, it would be unethical to deliberately not comply with the directive of a regulator or to falsify an organisation's financial reports.</p>				



Page Title		Type	Branching / Clickable icons	Number	
Ethics is not the Same as Compliance				7	
Screen Layout					
<div><div>PROFESSIONAL BANKING FUNDAMENTALS</div><div>Ethics is Social</div><div>Ethics is not the Same as Compliance</div><div>Which of the following contribute to a successful organisation? (there may be more than 1 answer)</div><div><div>&lt;</div><div><div><input type="checkbox"/> Ethics</div><div><input type="checkbox"/> Compliance</div><div><input type="checkbox"/> Risk</div><div><input type="checkbox"/> Leadership</div><div><input type="checkbox"/> Culture</div><div><input type="checkbox"/> Managing Relationships</div></div><div>&gt;</div></div></div>					
Event	Audio	On-Screen Text (OST)			
2		<b>Ethics is not the Same as Compliance</b>  Which of the following contribute to a successful organisation? (there may be more than 1 answer)  <div><input type="checkbox"/> Ethics <input type="checkbox"/> Compliance <input type="checkbox"/> Risk <input type="checkbox"/> Leadership <input type="checkbox"/> Culture <input type="checkbox"/> Managing Relationships</div>			



Page Title	Ethics Does not Necessarily Mean Following the Rules	Type	Animated Text and Static Image / Graphic	Number	8
Screen Layout					
Event	Audio	On-Screen Text (OST)			
1		<p><b>Ethics Does not Necessarily Mean Following the Rules</b></p> <p>Your parents probably instilled in you that that you had to follow the rules in order to be a 'good' person.</p> <p>One of the problems with rules is that over time they can become disconnected from what a modern society (or organisation) thinks is acceptable. Also, they can have unintended consequences that may not benefit everyone. Whilst having rules can be a good thing, 'just following the rules' might not always be the most ethical thing to do.</p> <p><a href="#">Click on the image to reveal examples.</a></p> <p>There was a time when there were rules that allowed people to keep slaves, pay women less than men for the same job, dump toxic waste in river systems</p> <p>. Bankcard (an early form of credit card) sent cards to over one million people even though they had not applied for one. Bankcard was considered a revolution in Australian financial services in the 1970's... hip, funky, handy and seemingly, unquestionably ethical at the time!</p>			



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Page Title	Ethics Does not Necessarily Mean Following the Rules	Type	Animated Text and Static Image / Graphic	Number	8
Screen Layout					
Note to developer: rather than have this as as static text and to reduce the volume of slides could this content be a click and reveal action linked to page 7.					
Event	Audio	On-Screen Text (OST)			




2		<p>(OST appears by clicking on the graphic or similar icon)</p> <p><a href="#">Challenge a Rule by clicking here!</a></p> <p>If the rules do not seem to apply to a particular situation, rather than simply break them, you might be better to apply your judgement and offer a 'reasoned challenge' to the rules. Challenge the rule but make sure you have thought through all the issues and implications for all involved and present a strong argument for why the rule should not apply.</p>		
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Page Title	Ethics is not About Manners or being Agreeable	Type	Animated Text and Static Image / Graphic	Number	9
Screen Layout					
<div><div>PROFESSIONAL BANKING FUNDAMENTALS</div><div>Ethics is Social</div><div><div>Acting ethically is sometimes confused with acting in a polite or agreeable way. Ethics is not about outward appearances or pleasing other people. It's not about deliberately upsetting them either. Ethics requires us to navigate complicated situations often involving other people (remember, ethics is social) when stress-levels and emotions can be heightened.</div><div></div></div></div>					
Event	Audio	On-Screen Text (OST)			
1		Acting ethically is sometimes confused with acting in a polite or agreeable way. Ethics is not about outward appearances or pleasing other people. It's not about deliberately upsetting them either. Ethics requires us to navigate complicated situations often involving other people (remember, ethics is social) when stress-levels and emotions can be heightened.			



Page Title	Ethics is not About Manners or being Agreeable		Type	Animated Text and Static Image / Graphic	Number	9 continued
Screen Layout						
<div><div>PROFESSIONAL BANKING FUNDAMENTALS</div><div>Ethics is Social</div><div>One of the objections to making ethical decisions is a fear that we will no longer be liked or respected.</div><div>There will be some my team that may not like my decision and take it personally when I act on it</div><div></div></div>						
Event	Audio	On-Screen Text (OST)				
2		<p>One of the objections to making ethical decisions is a fear that we will no longer be liked or respected.</p> <p>There will be times when my team may not like my decision and take it personally when I act on it</p>				



Page Title				
Page Title		Type	Number	
Ethics is not about Manners or being Agreeable		Animated Text and Static Image / Graphic	9 continued	
Screen Layout				
Event	Audio	On-Screen Text (OST)		
3		<p>One of the objections to making ethical decisions is a fear that we will no longer be liked or respected.</p> <p>But will I lose their respect if I make a decision just so they continue to like me</p>		



Page Title		Type	Number
Ethics is not About Manners or being Agreeable		Animated Text and Static Image / Graphic	9 continued
Screen Layout			
Event	Audio	On-Screen Text (OST)	
4		<p>One of the objections to making ethical decisions is a fear that we will no longer be liked or respected.</p> <p>Worse still I don't make a decision at all.</p>	




Page Title	Ethics is Relative	Type	Animated Text and Static Image / Graphic	Number	10
Screen Layout					
Event	Audio	On-Screen Text (OST)			
1		<p>There are two common ethical perspectives – moral absolutism and moral relativism.</p> <p><b>Moral absolutism</b> Asserts that there are certain universal moral principles by which all peoples' actions may be judged. It is a form of deontology (covered later in this chapter).</p> <p>The challenge with moral absolutism, however, is that there will always be strong disagreements about which moral principles are correct and which are incorrect.</p> <p>For example, most people around the world probably accept the idea that we should treat others as we wish to be treated ourselves. But beyond that, people from different countries likely hold varying</p>			



		views about everything from the morality of abortion to capital punishment.		
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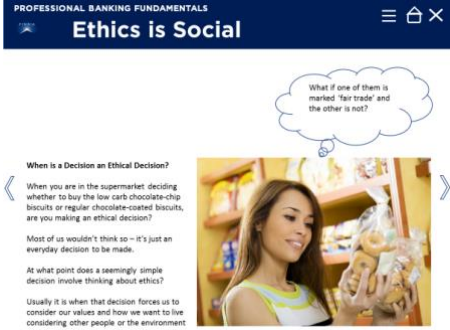
Page Title	Ethics is Relative	Type	Animated Text and Static Image / Graphic	Number	10 continued
Screen Layout					
<div><div>PROFESSIONAL BANKING FUNDAMENTALS</div><div>Ethics is Social</div><div>Ethics is Relative</div><div>There are two common ethical perspectives – moral absolutism and moral relativism.</div><div></div></div>					
Event	Audio	On-Screen Text (OST)			
2		<p>There are two common ethical perspectives – moral absolutism and moral relativism.</p> <p><b>Moral Relativism</b></p> <p>Moral relativism is on the opposite end of the continuum from moral absolutism, which says that there isn't always one right answer to any ethical question. Indeed, those who adhere to moral relativism would say, "When in Rome, do as the Romans do."</p> <p>It asserts that there is no universal or absolute set of moral principles. It's a version of morality that advocates "to each their own," and those who follow it say, "Who am I to judge?"</p>			



		<p>Societies make their moral choices based on their unique beliefs, customs, and practices. And, in fact, people tend to believe that the “right” moral values are the values that exist in their own culture.</p>		
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Page Title	When is a Decision an Ethical Decision?	Type	Animated Text and Static Image / Graphic	Number	11
Screen Layout					
					
Event	Audio	On-Screen Text (OST)			
1		<p><b>When is a Decision an Ethical Decision?</b></p> <p>When you are in the supermarket deciding whether to buy the low carb chocolate-chip biscuits or regular chocolate-coated biscuits, are you making an ethical decision?</p> <p>Most of us wouldn't think so – it's just an everyday decision to be made.</p> <p>At what point does a seemingly simple decision involve thinking about ethics?</p> <p>Usually it is when that decision forces us to consider our values and how we want to live considering other people or the environment</p>			



		What if one of them is marked 'fair trade' and the other is not?		
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Page Title	When is a Decision an Ethical Decision	Type	Animated Text and Static Image / Graphic	Number	11 continued
Screen Layout					
<div> <div>PROFESSIONAL BANKING FUNDAMENTALS</div> <div>Ethics is Social</div> <div> <p><b>When is a Decision an Ethical Decision?</b></p> <p>When you are in the supermarket deciding whether to buy the low carb chocolate-chip biscuits or regular chocolate-coated biscuits, are you making an ethical decision?</p> <p>Most of us wouldn't think so – it's just an everyday decision to be made.</p> <p>At what point does a seemingly simple decision involve thinking about ethics?</p> <p>Usually it is when that decision forces us to consider our values and how we want to live considering other people or the environment</p> </div> </div>					
Event	Audio	On-Screen Text (OST)			
2		<p><b>When is a Decision an Ethical Decision?</b></p> <p>When you are in the supermarket deciding whether to buy the low carb chocolate-chip biscuits or regular chocolate-coated biscuits, are you making an ethical decision?</p> <p>Most of us wouldn't think so – it's just an everyday decision to be made.</p> <p>At what point does a seemingly simple decision involve thinking about ethics?</p> <p>Usually it is when that decision forces us to consider our values and how we want to live considering other people or the environment</p>			



		I'm buying them for my household where some of my family are trying to eat more healthy foods?		
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Page Title	When is a Decision an Ethical Decision	Type	Animated Text and Static Image / Graphic	Number	11 continued
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Screen Layout



Event	Audio	On-Screen Text (OST)		
3		When is a Decision an Ethical Decision?		



		<p>When you are in the supermarket deciding whether to buy the low carb chocolate-chip biscuits or regular chocolate-coated biscuits, are you making an ethical decision?</p> <p>Most of us wouldn't think so – it's just an everyday decision to be made.</p> <p>At what point does a seemingly simple decision involve thinking about ethics?</p> <p>Usually it is when that decision forces us to consider our values and how we want to live considering other people or the environment</p> <p>What if one type of biscuit is made locally and the other is made overseas?</p>			
Page Title	When is a Decision an Ethical Decision	Type	Animated Text and Static Image / Graphic	Number	11 continued
Screen Layout					
Event	Audio	On-Screen Text (OST)			

4		<p><b>When is a Decision an Ethical Decision?</b></p> <p>When you are in the supermarket deciding whether to buy the low carb chocolate-chip biscuits or regular chocolate-coated biscuits, are you making an ethical decision?</p> <p>Most of us wouldn't think so – it's just an everyday decision to be made.</p> <p>At what point does a seemingly simple decision involve thinking about ethics?</p> <p>Usually it is when that decision forces us to consider our values and how we want to live considering other people or the environment</p> <p>What if one biscuit company has been alleged to be taking safety shortcuts in its factories?</p>		
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Page Title		Type	Static Text with image		Number	12
Screen Layout						
<div><div>PROFESSIONAL BANKING FUNDAMENTALS</div><div>Ethics is Social</div><div><div>Case Study</div><p>Mary is a mortgage lender in a retail bank and competition from other banks is intense. Another bank has launched a new mortgage product with very favourable interest rates and features. Her manager has decided to respond by offering low interest rates on loans and complementary products. Mary now has pricing discretion of up to 0.15% on home loan interest rates for new business. To achieve sales targets, overall KPIs for cross selling services have been set at 3:1.</p><p>Mary considers ways to make the loan product attractive to new customers. She has a reputation with her customers for being friendly and helpful and being able to get things done and overcome obstacles.</p><p>Mary decides to offer all new customers the full 0.15% interest rate discount on the condition they purchase two additional products, such as credit cards or insurance policies. She considers this offer to be a win-win for everyone: the bank retains its market share; the customer pays a lower rate of interest and Mary's manager implements a successful marketing strategy. Mary meets her sales target and KPIs, and importantly, her customers walk away with the financial security offered by a suite of products.</p></div></div>						
Event	Audio	On-Screen Text (OST)				
1		<p><b>Case Study</b></p> <p>Mary is a mortgage lender in a retail bank and competition from other banks is intense. Another bank has launched a new mortgage product with very favourable interest rates and features. Her manager has decided to respond by offering low interest rates on loans and complementary products. Mary now has pricing discretion of up to 0.15% on home loan interest rates for new business. To achieve sales targets, overall KPIs for cross selling services have been set at 3:1.</p> <p>Mary considers ways to make the loan product attractive to new customers. She has a reputation with her customers for being friendly and helpful and being able to get things done and overcome obstacles.</p>				




		<p>Mary decides to offer all new customers the full 0.15% interest rate discount on the condition they purchase two additional products, such as credit cards or insurance policies. She considers this offer to be a win-win for everyone: the bank retains its market share; the customer pays a lower rate of interest and Mary's manager implements a successful marketing strategy. Mary meets her sales target and KPIs, and importantly, her customers walk away with the financial security offered by a suite of products.</p>		
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Page Title	Case Study	Type	Text and Static Image / Reply/response activity	Number	13
Screen Layout					
<div><div>PROFESSIONAL BANKING FUNDAMENTALS</div><div>Ethics is Social</div><div>Case Study Question 1</div><div>Explain why you think Mary's conduct might be <u>ethical</u>?</div><div>Write your response below, then click on the button to see how your answer compares.</div><div><div>&lt;</div><div></div><div>&gt;</div></div><div>Click to Compare</div></div>					
Event	Audio	On-Screen Text (OST)			
2		<div><div>Case Study Question</div><div>Explain why you think Mary's conduct might be <u>ethical</u>?</div><div>Write your response below, then click on the button to see how your answer compares.</div></div>			



Page Title		Type	Text and Static Image / Graphic		Number
Case Study					12
Screen Layout					
<div><div><div>PROFESSIONAL BANKING FUNDAMENTALS</div><div> Ethics is Social</div><div><div><div>Case Study</div><div>Explain why y</div><div>Write your re</div><div>compares.</div></div><div><div>Our Response</div><div>Clients' need insurance and transactional accounts such as credit cards to meet their banking needs plus they get to save money, so it is a win for the customer. Customers can also say no to the offer. Mary's reasoning for her actions is - "I am doing the right thing by the customer".</div><div>answer</div></div></div><div><div>Click to Compare</div></div></div></div>					
Event	Audio	On-Screen Text (OST)			
3		<b>Our Response</b> Clients' need insurance and transactional accounts such as credit cards to meet their banking needs plus they get to save money, so it is a win for the customer. Customers can also say no to the offer. Mary's reasoning for her actions is - "I am doing the right thing by the customer".			



Page Title	Case Study	Type	Text and Static Image / Graphic	Number	12
Screen Layout					
Event	Audio	On-Screen Text (OST)			
4		<p>Question 2</p> <p>Explain why you think Mary's conduct might be <u>unethical</u>?</p> <p>Write your response below, then click on the button to see how your answer compares.</p>			

Page Title	Case Study	Type	Text and Static Image / Graphic	Number	12
Screen Layout					
Event	Audio	On-Screen Text (OST)			
5		<p><b>Some thoughts</b></p> <p>The actions could be considered unethical given the client's full financial needs are not being considered when offering the discount rate, subject to cross sales. In addition, the action taken by Mary is solely for her benefit to achieve KPIs and not directly a need for the customer. Others</p>			



		may consider Mary's approach could be considered miss-selling.		
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Page Title	Some Questions to Help Test the Ethics of a Decision		Type	Static and animated text	Number	13
Screen Layout						
Event	Audio	On-Screen Text (OST)				
1		<p>Some Questions to Help Test the Ethics of a Decision</p> <p>Think about these questions.</p> <p>Does this align with my values and who I want to be?</p> <p>Is this consistent with my organisation's values?</p> <p>Is this legal and consistent with the spirit and intent of laws, regulation and policies?</p> <p>Am I treating other people as I would like to be treated myself (or my family) in the same situation?</p> <p>What would my role model do if they were in this situation?</p> <p>Do I understand all of the long-term advantages and disadvantages that result from this decision?</p> <p>Does my decision demonstrate respect for the dignity of other people despite geographic and cultural distance?</p>				

[illegible]



2.		<p>So far, we have mentioned a number of ethical dilemmas requiring decision-making at an individual or team level</p> <p>However, there are some very broad-ranging ethical issues that we must also consider at an industry-level. Remember, a key danger is maintaining the status quo and not pausing to consider and challenge what we do and how we might do it.</p> <p>Let's look at some examples of contemporary ethical issues encountered within banking and financial services more broadly.</p>		
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Page Title	Some Ethical issues for the Banking and Finance Industry	Type	Text and Static Image / Graphic	Number	13 continued
Screen Layout					
Event	Audio	On-Screen Text (OST)			

3.		<p><b>Do the products and services that we sell add value to society?</b>          Are cheap investment home loans in the best interests of housing affordability for all Australians? Should financial services companies offer complex products like Contracts for Difference (CFDs) and Foreign Exchange (FX) trading to retail clients? How do banks refuse to offer products that customers demand, yet still be responsive to their needs?</p> <p><b>What level of profitability is appropriate?</b>          Should a bank be concerned about being too profitable or does it have an overriding duty to maximise profit? Should banks pay additional taxes or levies to government in recognition of their social license to operate? Should small banks have differing rules and regulations in order to increase competition in the industry?</p> <p><b>Should bankers draw ethical boundaries around the scope of their business?</b>          Should they operate in countries where governments turn a blind eye to discrimination against LGBTI people or do business with manufacturers of military weapons? What policies should be adopted when considering business opportunities associated with companies that are legal, but which may polarise the opinions of stakeholders such as poker machine manufacturers, tobacco companies, thermal coal and oil miners.</p>		
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		<p><b>How far does the duty of the employee extend?</b></p> <p>Should a bank be judgemental about what an individual does in their personal life? What sort of social media policy for employees is fair? What sort of surveillance and monitoring of staff is necessary or appropriate?</p> <p><b>How can we address issues of transparency while still respecting confidentiality?</b></p> <p>Are there cases where breaching confidentiality might be ethically appropriate? Are employees able to discuss their concerns with an independent party? How do we ensure that whistleblowing is neither stymied nor abused?</p> <p><b>How can we design remuneration, reward and recognition systems in ways that drive positive appropriate behaviours?</b></p> <p>How do we ensure that 'success' is not skewed towards profitability at the expense of putting a client's best interest first?</p>		
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Page Title		The Ethical Landscape	Type	Text and Static Image / Graphic	Number	14
Screen Layout						
Event	Audio	On-Screen Text (OST)				
1		<b>The Ethical Landscape</b>  Ethics is 'essential' to the banking and finance industry as it is a core obligation and a right for individuals, teams, organisations, the industry itself, and even for Australian society.  Here is one way to picture the ethical landscape:				
		Stakeholder	POSSIBLE AREA OF ETHICAL			

		CONCERN AND INFLUENCE		
		Banking and finance professional	What decision is the 'best' decision that I can make?	
			What behaviours do I need to model for others?	
			What contribution can I make to this organisation being ethical?	
		Banking and finance team	How do we improve the quality of our collective decision-making?	
			Do we understand the needs and concerns of stakeholders?	
			What barriers or tensions are there that make it difficult for our people to improve ethical practices?	
		Organisation	What is our purpose? Are our values powerful enough and do we consistently use them when making Board and Executive decisions?	
			Do we have the right supports and controls in place to ensure sound decision-making across the organisation?	
			What common industry practices and 'ways of thinking' do we need to challenge, even if there is a cost or risk to our business?	
		Industry	How do we ensure fair competition and broad representation of industry participants in a market that has highly concentrated market shares?	
			How do we engage with government, advocacy groups and the broader public without	

			being pressured to put a positive 'spin' on everything?		
			Can we build consensus among different industry participants on important issues where consensus matters?		
		Government	What level of regulation and supervision of privately-owned organisations is appropriate?		
			On which issues do we take a 'non-negotiable' stance with the industry and on which issues do we invite participation?		
			How do we hold Boards and Executives accountable for the ethical conduct of their organisations?		
		Australian society	Can we trust the banking and finance industry? Which institutions do we trust to look after our interests in regard to our financial products?		
			Is the banking and finance industry making a positive or negative contribution to society?		
			What role do I want governments to play in the banking and finance industry?		



Page Title		Completion/Next Steps	Type	Static text	Number	15
Screen Layout						
Event	Audio		On-Screen Text (OST)			
4.			Well done. You have now completed the Ethics is Social unit.			
			What would you like to do now?			
			Click here to see next unit.			
			Click here to review this unit.			