

## A Complete the definitions with items from the box.

unscrupulous	fraudulent	accountability	incorruptible	integrity
law-abiding	mission statement	unscrupulous	whistleblower	

- 1 *Underhand* methods or actions are secretive and dishonest.
- 2 ..... is the fact of being responsible for one's actions, and ready to explain them if required.
- 3 ..... methods or actions intend to deceive people, often in order to gain money illegally.
- 4 ..... is the quality of being honest and having strong moral principles.
- 5 A ..... is someone who informs the public that the company they work for has engaged in illegal practices.
- 6 A ..... person respects the law.
- 7 An organisation or company's ..... is meant to communicate its aims to the public.
- 8 Someone who is ..... cannot be persuaded to act dishonestly.
- 9 Someone who is ..... has no moral principles and would do anything to get what they want.

## B Complete the sentences with an item from exercise A.

- 1 Little by little, in a series of clever, *underhand*, moves, he took control of the whole organisation.
- 2 The CEO is a man of absolute ..... who would never compromise his principles.
- 3 People who make ..... insurance claims are liable to prosecution.
- 4 Nobody would even think of trying to bribe them. They are absolutely .....
- 5 'To serve the most vulnerable' is the ..... of the International Red Cross.

## C Write the opposite of the adjectives.

- 1 scrupulous ..... *unscrupulous*.
- 2 legal .....
- 3 reputable .....
- 4 honest .....
- 5 principled .....
- 6 responsible .....
- 7 ethical .....
- 8 controversial .....
- 9 accountable .....
- 10 partial (towards sb / sth) .....

## D Complete the word(s) in each sentence by writing in the missing vowels.

Each word is a compound or derivative of the word *law*.

- 1 She filed a l \_ ws \_ it against her former employer.
- 2 It seems a l \_ g \_ t \_ m \_ t \_ expectation to know where your bank invests your money.
- 3 Although the money had been collected \_ ll \_ g \_ ll \_ , the committee l \_ g \_ l \_ s \_ d the funds and used them to pay off debts.
- 4 It turned out that the chemical had been l \_ wf \_ ll \_ produced in a European country.
- 5 In Britain, a barrister is a l \_ wy \_ r who can argue cases in the higher courts of law.
- 6 Some people argue that nothing can l \_ g \_ t \_ m \_ s \_ the use of children in advertising.

## E Complete each gap with a word formed from the word in capitals.

The sacking of Boeing's chief executive over an office affair has raised many questions, not least whether it heralds a new era of corporate policing of executives' personal morals.

Could snooping on workplace liaisons become part of the job of the ethics officer, whose role is to ...*étiquette*? ...<sup>1</sup> that a company's code of conduct is understood and followed by every member of staff?

'The dynamics of taking on a police function would fundamentally change the .....<sup>2</sup> of the ethics officer,' says Ms Gretchen Winter, who chairs the US-based Ethics Officer Association. 'I think .....<sup>3</sup> might be less willing to come forward. The role of a neutral party to whom they can come for .....<sup>4</sup> might be compromised.'

The ethics officer's job has been thrown into sharp relief by the Boeing affair, in which the chief executive was ousted for behaviour that the company decided had 'reflected poorly' on his .....<sup>5</sup>.

Ms Winter says the case has provoked hot debate about where the line should be drawn. 'Some ethics officers are using the Boeing case to talk about the .....<sup>6</sup> process, their relationship with boards, who the decision-makers are and how you handle issues of judgement versus violations of your code – or are they one and the same?' she says.

'What it does is illustrate the type of situation that ethics officers are called on to deal with every day – what kind of investigative process do you use, how do you determine appropriate .....<sup>7</sup> action if you find a .....<sup>8</sup>, and who should be disciplined?'

The ethics officer draws up standards, provides a safe conduit for whistleblowers, investigates allegations and presents findings to a 'decision-maker' – typically the manager of the individual being investigated, she says.

Ms Winter points out that there are CEOs who have had .....<sup>9</sup> at work and have remained in office. 'It's not the ethics officer's role to determine whether that behaviour is .....<sup>10</sup> or not,' she insists. 'That responsibility belongs to whoever employs the individual.'

The case comes at a time when .....<sup>11</sup> is mounting on companies to take ethics more seriously – and on the professionals charged with ensuring .....<sup>12</sup>.

Why, given the rapid .....<sup>13</sup> in the number of ethics officers, are ethical lapses still so frequent in companies? It is partly that the ethics profession is young, and also that it is far harder to change behaviour than simply to write and publish a code of conduct. Ms Winter replies.

SURE

EFFECT  
EMPLOY

GUIDE

JUDGE

INVESTIGATE

DISCIPLINE  
VIOLATE

RELATE

ACCEPT

PRESS

COMPLY  
GROW

### A Replace the words in *italics* with a multiword verb from the box.

carry out	falls into	follow suit	phase out
set out	<del>set up</del>	shy away from	

- The Corporate Responsibility Committee was *formally established* two years ago. *set up*.
- The CEO *explained in a clear, organised way* the reasons for her resignation in a letter to the board of directors.
- Our company will *gradually stop using* all vehicles which do not conform to environmental regulations.
- Bentix has recently appointed an ethics officer, and we expect many other companies to *do the same thing*.
- To the company's credit we must say that when its new product was alleged to be unsafe, it did not *avoid and was not afraid of* investigating those claims.
- Most pharmaceutical companies claim that they do not *do tests* on animals.
- Unethical behaviour at work *can be classified into* three groups.

### B Match the sentence halves.

- |  |  |
|--|--|
| 1 Most corporate responsibility reports today                                      | a) cut off from recent developments in approaches to risk management.            |
| 2 Hollow words such as 'passion' or 'commitment' can easily                        | b) face up to society's changing expectations.                                   |
| 3 Some chief executives' messages seem curiously                                   | c) get their ideas and principles across to shareholders and other stakeholders. |
| 4 Fuzzy language often makes it hard for the reader to                             | d) kick off with a message from the CEO or chairman.                             |
| 5 Good governance often seems linked to the way a company tries to                 | e) mark them out as credible and responsible leaders.                            |
| 6 A corporate responsibility report is a great opportunity for chief executives to | f) turn off the reader of such reports.  |
| 7 Only specific examples of good governance and evidence of transparency will      | g) work out precisely what the message means.                                    |

### C Match the multiword verbs in bold in exercise B with the correct meaning.

- make sb feel bored
- communicate
- to prevent sb / sth from having contact with
- start
- manage to understand
- accept and try to deal with
- identify

### D Complete the second sentence in each pair so that it has approximately the same meaning as the first sentence. Use between two and five words, including the word given.

- The public often ask companies not to hide their stance on environmental issues.  
reveal  
Companies are *often requested to reveal* their stance on environmental issues.
- CEOs may sound very enthusiastic in their reports, but you should always insist on hard evidence.  
how  
No, ..... CEOs may sound in their reports, you should always insist on hard evidence.
- If we do not set up a corporate responsibility team, shareholders may lose confidence in our approach.  
unless  
Shareholders may lose confidence in our approach ..... a corporate responsibility team.
- Our company's safety record is substantially better than our competitors'.  
nearly  
Our competitors' safety record is ..... ours.
- We made a bad mistake when we said our suppliers were responsible for the delay in production.  
blame  
It was wrong of us ..... the delay in production.
- Our organisation has made every effort to get rid of age and gender discrimination.  
stamp  
Our organisation has made every effort ..... age and gender discrimination.
- If the CEO had not admitted wrongdoing at the last minute, our manager would have come under suspicion.  
admitting  
But ..... wrongdoing at the last minute, our manager would have come under suspicion.
- One of the directors pointed out to the board a number of inconsistencies in the report.  
drew  
One of the directors ..... a number of inconsistencies in the report.
- My boss was too impatient to read the report to the end.  
that  
My boss was ..... not read the report to the end.
- I think it would be a good idea if we listened more to what anti-globalisation movements have to say.  
suggest  
I ..... listen more to what anti-globalisation movements have to say.
- We are really excited about the conference.  
forward  
We ..... the conference.