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## Ethics

Deloitte ethics teams continue to proactively build an ethical culture, stressing quality and consistency across the network.

To guide these efforts, during FY2016, Deloitte developed our “[Global Principles of Business Conduct](#)” (Global Code), which clearly articulates the standards to which we must hold ourselves, wherever in the world we live and work. Introduced in July 2016, the Global Code defines the expectations that our stakeholders can have of all people across the Deloitte network:

- We commit to serving clients with distinction.
- We commit to inspiring our talented professionals to deliver outstanding value.
- We commit to contributing to society as a role model for positive change.

The Deloitte Global Ethics team and member firm ethics officers work closely with senior Deloitte leaders to build and enhance the organization’s ethics program, which is composed of the following elements:

- The Global Principles of Business Conduct;
- A global ethics policy that sets out the requirements for member firms’ own ethics programs;
- A global anti-corruption policy that addresses matters such as bribery, facilitation payments, political and charitable contributions, and gifts and entertainment;
- Ethics training programs, including online courses, classroom programs, and facilitator-led interactive case discussions (ethics training is required for all new hires upon joining Deloitte and for all Deloitte professionals every two years);

- Channels for reporting ethics issues and concerns that emphasize confidentiality and nonretaliation policies;
- Support activities, including communications, workshops, and webinars to facilitate leading practices among member firms;
- Provision of an employee survey, a self-assessment questionnaire, and other tools (such as focus group guidance) to allow member firms to measure their program’s effectiveness; and
- A practice review program to measure compliance with global ethics policies and encourage collaborative discussions and continuous improvement in ethics programs over time. In FY2016, 11 Deloitte member firms were reviewed.

Deloitte also plays a role in various multilateral efforts to promote ethical conduct in the business world. These include:

- **World Economic Forum’s Partnering Against Corruption Initiative (PACI).**
  - David Cruickshank, Deloitte Global Chairman, is the co-chair of the PACI Vanguard anti-corruption CEO leadership program;
  - James Cottrell, partner, Deloitte US, is a senior adviser to the PACI Vanguard, a community of 20 global CEOs committed to zero tolerance against corruption; and
  - Cottrell and Penelope Lepeudry, partner, Deloitte Switzerland, served as project engagement leaders on Forum-led global anti-corruption initiatives in transportation, infrastructure, and related communities.





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- **U.N. Global Compact.** Cottrell and Mohammed Ahmed, Deloitte Global Anti-Corruption Officer, co-chair a subcommittee on whistle-blower programs as part of an anti-corruption compliance program.
- **Business 20 (B20) Business Summit.** Cottrell is a member of the B20 working group on anti-corruption.
- **Business and Industry Advisory Committee (BIAC) to the Organization for Economic Corporation and Development.** Gerrie Lenting, partner, Deloitte Netherlands, is vice chair of the BIAC task force on anti-bribery and corruption.
- **University of Notre Dame Deloitte Center for Ethical Leadership.** Glenn Stastny, Chief Ethics and Compliance Officer, Deloitte US, sits on the advisory board.
- **The Conference Board.** Deloitte Global Deputy Chief Ethics Officer Jennifer Guethoff is a member of The Conference Board's Global Business Conduct Council.