

# EVEREST PROGRAM



**" EMBRACING PRINCIPLES REQUIRES A STRONG ETHICAL AND MORAL FOUNDATION AND A LONG-TERM FOCUS THAT STRIKES AT THE HEART OF WHAT WE ARE TRYING TO CREATE, AND CREATES AN ENVIRONMENT WHERE PEOPLE ARE INSPIRED TO DO THE RIGHT THING."**

JOHN MCFARLANE, CHAIRMAN BARCLAYS BANK, UK; FORMER CEO, ANZ

**Around the world, businesses are in a state of flux as digitalisation, new market entrants and rapidly changing client expectations reshape the landscape.**

In these times of constant change, a strong ethical culture is essential to achieving superior, long-term performance – driving behaviour, innovation, and every decision made from hiring, through to customer service. But while culture is widely viewed as important, many organisations find it difficult to measure, and even more difficult to manage.

Through detailed analysis, the **EVEREST PROGRAM** enables organisations to understand their current ethical culture. It identifies gaps between the ideal and the actual, lived culture and where formal systems and behaviour are misaligned with values and principles. It provides practical advice and guidance to recalibrate them.

## ≡ BENEFITS

When there is a gap between what an organisation says it stands for and what it does, significant damage can occur. Credibility is weakened, the focus of the organisation becomes distorted, and employees, clients and investors can become disengaged and cynical, reducing competitive advantage.

The **EVEREST PROGRAM** will help your organisation;

- Build and maintain a robust culture based on a well-understood ethical framework
- Unify employees around a common purpose, encouraging values-aligned behaviour
- Develop consistency between what you say you believe in and how you act
- Create operational efficiencies by aligning policies, systems and procedures with your ethical framework
- Enable consistent decision making, reducing the risk of ethical failure and poor decisions
- Build a climate of trust for clients, shareholders and regulators.

## ▬ OUTCOMES

The **EVEREST PROGRAM** provides the tools to determine the current culture and identify any gaps between lived and stated values and principles.

The existing state is assessed through an audit of formal systems, policies, procedures and actual practices. Qualitative and quantitative research is used to determine how employees and external stakeholders view the organisation. These measures provide a baseline assessment of the extent to which the structures, policies, practices and reputation of the organisation align with their stated purpose, values and principles.

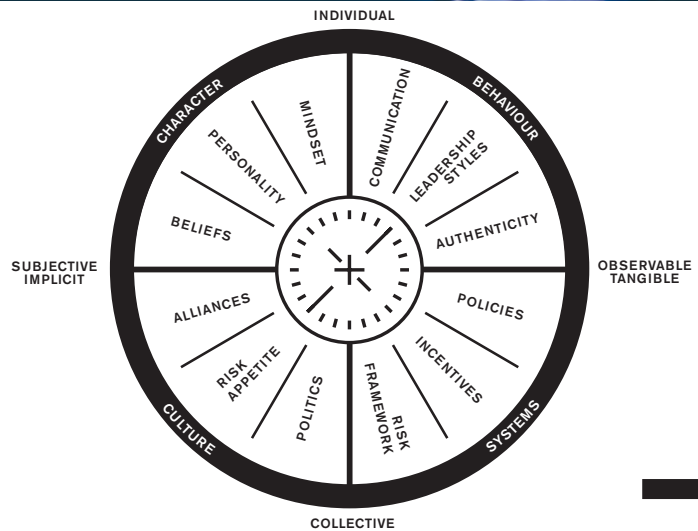
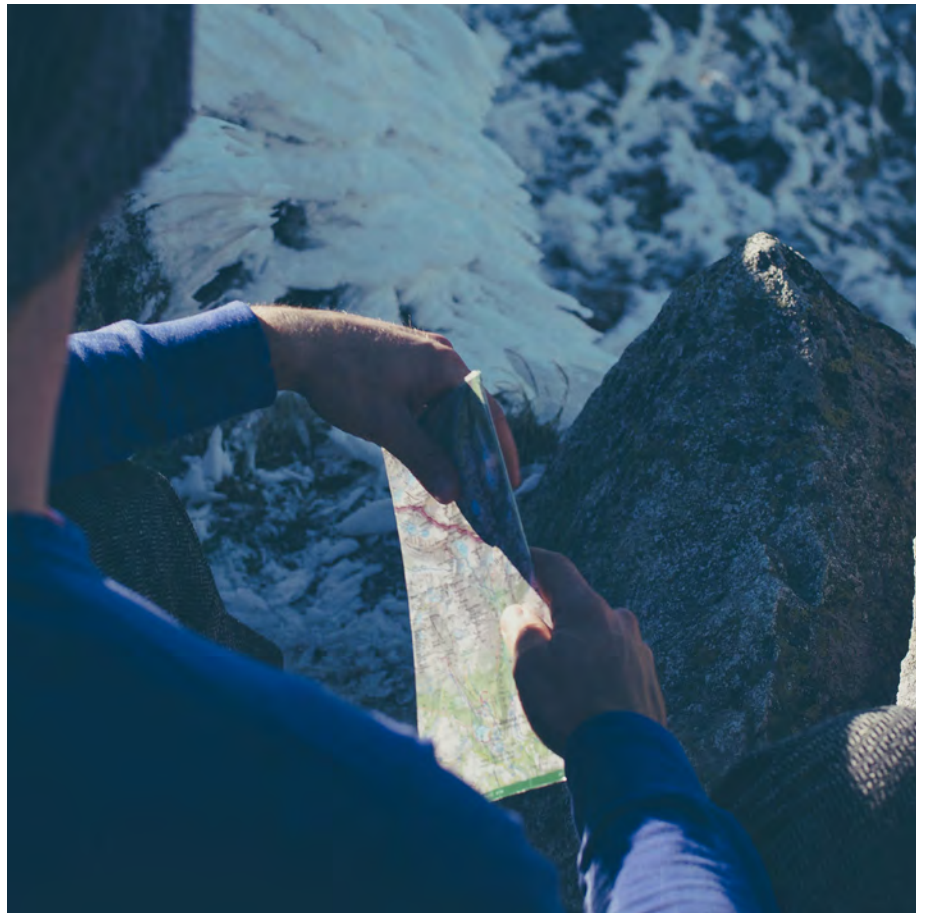
The insights phase extensively maps the factors that constrain and enable the organisation to live its desired culture. The final action phase establishes a clear pathway for change that will support the organisation to grow, innovate and transform.

# EVEREST PROGRAM

"WE FELT WE HAD AN EFFECTIVE CULTURE. BUT WE HAVE AMBITIOUS GOALS AND THIS HELPED US UNLOCK THE POTENTIAL WITHIN THE ORGANISATION TO ACHIEVE THEM."

## WHO IS IT FOR?

The EVEREST PROGRAM can help organisations of any size or ambition look beyond their written policies and formal management structures to consider how their culture operates in practice. While many know of our most public Everest execution for The Commonwealth Bank of Australia in 2015, the program has been applied across a number of industry sectors, including government.



## THE ETHICS CENTRE

The Ethics Centre is an independent not-for-profit organisation that has been working for over 25 years to improve lives and support communities built on strong ethical foundations. The Ethics Centre remains the only organisation in the world providing practical guidance on complex ethical issues across all levels of society. Within communities and across continents, we work with individuals and families, organisations and industries, militaries and governments, to help people embed ethics at the centre of their decisions and actions.

FIND OUT MORE

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