











Find out what your stakeholders think about your decision

Answer d)

This dilemma relates to Principle 6: Businesses should uphold the effective elimination of discrimination in respect of employment and occupation

The key issue is discrimination based on nationality and/or race and the candidates right to be considered for the job based on their skills and qualifications. There is also the issue of how to raise your concerns and possible consequences in the absence of an effective whistle blowing system. In the absence of a whistle blowing system speaking with a third party such as HR is a good decision, however asking them to send out a memo about equal opportunities policies is unlikely to solve the matter. Asking them to investigate the matter would be more effective.

Here are some potential responses from your stakeholders:

Shareholder			Likely to view your action as positive especially if the matter is investigated. They are likely to be concerned about the company's reputation, potential court action and loss of customers if the company is found to be discriminatory
Customer			If your company is a B2B company then your customers are unlikely to want to be associated with a company that is discriminatory and will probably have a supplier code of conduct which set standards regarding this. They will see you actions as positive if the matter is investigated and resolved
Employees			Likely to view your actions positively and it may give them the courage to speak up but only if they see action is being taken to investigate and resolve the matter. They would prefer to see an effective whistle blowing system
Community			If your company operates in a multi-cultural environment ,then the community is likely to be positive about you speaking up but feel that you actions are unlikely to result in any significant change unless HR investigate the matter and review policies and practices
NGO			Is likely to be positive about an employee speaking up but would like to see the company take action on discrimination and also to adopt a whistle blowing system