

CCAB Ethical Dilemmas Case Studies for Professional Accountants Working as Non-executive Directors

Introduction

The following case studies were developed by the UK and Ireland's Consultative Committee of Accountancy Bodies (CCAB). They illustrate how the ethical codes of the CCAB bodies can be applied by professional accountants working as non-executive directors. These scenarios are not intended to cover every possible circumstance, but instead to outline key principles and processes that could be considered when attempting to identify, assess and resolve ethical problems in line with the ethical codes. These case studies were published in September 2009. The CCAB welcomes comments on these cases. Please email admin@ccab.org.uk

The role of the non-executive director

All members (and registered students) of CCAB bodies have a responsibility to behave professionally and ethically at all times. It is important, when working within an organisation, that you consider how your behaviour will help to promote an ethical culture within it. As a professional accountant and a non-executive director, you will have a particularly important role to play in creating and maintaining an ethical culture. You may be approached by employees wishing to report unethical behaviour and, as a senior figure within the organisation, you will have an impact on its ethical tone. When acting as a non-executive director in a voluntary capacity, for example for a small charity or school, your responsibility to behave professionally and demonstrate strong ethics is in no way lessened by the fact that the position is unpaid.

Non-executive directors have a broad role that goes beyond operational matters. They contribute to the development of a clear mission and strategy for the company and to helping to ensure that the strategic objectives are fulfilled. Non-executive directors are encouraged to demonstrate their objectivity and, where appropriate, to challenge decisions of the executive directors. The duties of non-executive directors cannot be easily reconciled. On the one hand, they are expected to work closely with the executive directors as part of a team; on the other hand, they are expected to monitor the executive directors' behaviour and to challenge their decisions.

It is important to consider the wider requirements of your role as a non-executive director, whether in the public, private or charity sector, and to ensure that you comply with all relevant governance standards and regulations. The role of the non-executive director is coming under increasing scrutiny in the corporate sector. With this growing focus can come a greater risk of personal liability should things go wrong.

Resolving ethical dilemmas

These case studies are compatible with the ethical codes of the CCAB member bodies, which are derived from the Code of Ethics for Professional Accountants issued by the International Federation of Accountants (IFAC).

The case studies illustrate the application of the "conceptual framework" approach to resolving ethical dilemmas. This approach focuses on safeguarding the fundamental principles of:

- integrity,

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Accounting and Business Ethics Ken McPhail, Diane Walters, 2009-06-02 Despite the enormous impact of various accounting scandals on the accounting profession the general malaise amongst the profession more broadly and the significant legislative and institutional reforms that have taken place as a result there are still surprisingly few textbooks on accounting ethics This concise introductory text takes a broad view of ethics and accounting taking into account contemporary social trends such as globalization and terrorism Rather than delineating codes of professional conduct this text pushes the reader towards an understanding of the nature of ethical dilemmas and the factors that influence the ways in which accountants frame ethical questions The book is divided into two parts The first part focuses on developing thinking about the different kinds of ethical questions that could be posed in relation to accounting The second part focuses more explicitly on accounting practice exploring the ethical function of accounting in relation to the market economy ethics in relation to the accounting profession and the ethics of the international accounting harmonization project **Accounting and Business Ethics** is a compact introduction aimed at both students and practitioners who want to understand more about the ethics of accounting *E-book: Ethical Obligations and Decision-Making in Accounting: Text and Cases* Mintz, 2016-04-16 E book **Ethical Obligations and Decision Making in Accounting Text and Cases** *Environmental Education and Training* Patricia D. Park, Deborah A. Blackman, Gin Chong, 2018-08-13 Published in 1998 the impact of current organizational behaviour upon the environment and concern over the long term effects has become almost a household topic There are a growing number of reference books which discuss the various aspects and importance of this matter but they often do so in isolation from the environment education and training In addition to this little has been discussed about the inter relationships between the various aspects of organizational behaviour and its impact on the environment This book intends to bridge the gap It discusses the importance of environmental education and training in three different disciplines the legal aspects financial implications and managerial choices and decision making **The Sustainability Debate** Martina Topić, George Lodoros, 2021-03-25 This book goes beyond environmental protection and looks at sustainability by predominantly focusing on human and social sustainability and this focus is carried into sections of the book that discuss sustainable policies media and gender The book takes an academic and practitioner approach **Financial Information Analysis** Philip O'Regan, 2006-10-06 Accounting information is one of the most potent sources of influence and power in any society In a world in which more and more people have to deal with complex financial information and many individuals acquire shares this importance can only increase This book reflects these developments **Accountancy**, 1997 **The Pakistan Accountant**, 1999 **Case Studies in Financial Reporting** Peter Taylor, Stuart Turley, 1991 **The British National Bibliography** Arthur James Wells, 2007 *Workshop Proceedings*, 1994 *Key Foundations for High-quality Corporate Report* United Nations Conference on Trade and Development. Trade and Development Board, 2015 **Coming**

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Offender-accountants and their offenses Paul Eisenberg, 2018-12-11 Master s Thesis from the year 2018 in the subject Business economics Law grade First Class University of Portsmouth language English abstract This dissertation aims to analyze demographic characteristics of the homogeneous group of white collar crime offenders who are qualified accountants and members of the UK chartered professional bodies ACCA CAI CIMA CIPFA CIOT ICAEW and ICAS Beyond demographics the crimes and infringements committed the victims the methods of detection the duration of offense and the damages caused are elaborated scrutinized and commented The disciplinary public administrative and criminal penalty regimes applied to offender accountants are also subject of analysis The study examines 2 596 disciplinary documents by content analysis that are published online by the UK chartered accountancy bodies FRC FCA FSA and IS between January 2012 and June 2017 The total sample observed encompasses 1 390 chartered accountants The findings say that the typical culprit is male around 45 practicing in a small firm and mainly guilty of disciplinary infringements In case of financial and tax delinquency ca five offenses are committed over four years causing average damages of 5 000 000 6 200 000 The study reveals that female delinquency is significantly below the results of prior research Moreover a growing population of elderly offenders and enhanced recidivism among accountants are observed that are above official crime statistics The author is not aware of any study covering accountants from all UK chartered accountancy bodies The results provide for opportunities of future research of offender accountants elderly criminality recidivism among professionals and disciplinary policing regimes

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