

Culture

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Presenters

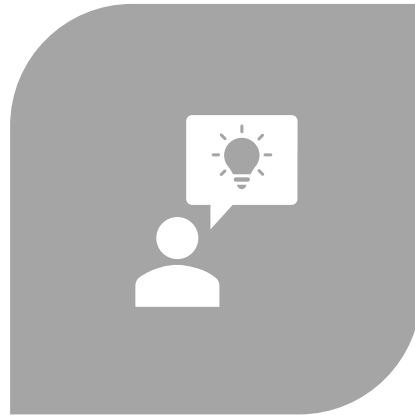
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Sarah has a BSc (Hons) in Applied Accounting and is a Fellow member of the Association of Chartered and Certified Accountants. Her career spans over 35 years working within the legal sector, fulfilling roles from COFA through to CEO. During her career she has worked with a number of legal regulators, professional bodies and government organisations. Sarah has been a member of the Institute of Legal Finance & Management throughout her career, qualifying as a Fellow member in 2005. Sarah also served as chairperson between 2010-2012 and continues to serve as an Executive Council Member. To view Sarah's full bio, please visit: <https://dglegal.co.uk/the-team/sarah-charlton/>

Today's Session



WHAT IS CULTURE?

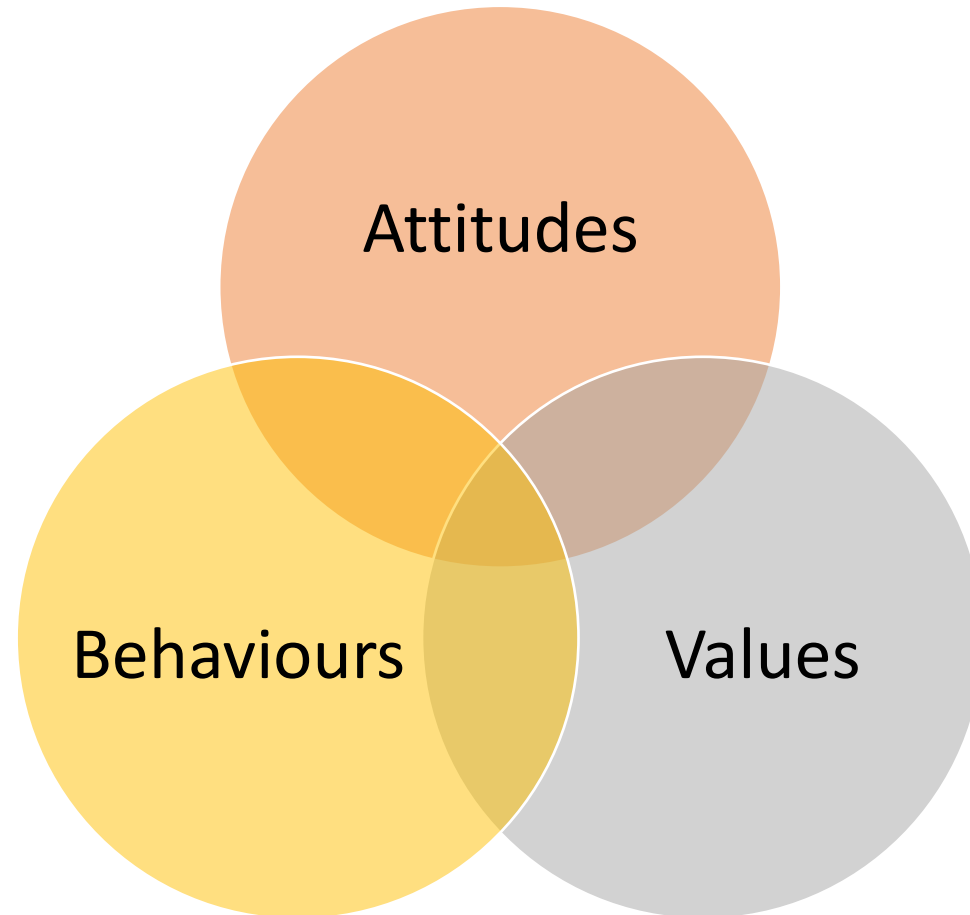


WHAT INFLUENCES IT IN
YOUR BUSINESS?



WHY CAN IT BE GOOD
OR BAD?

What is Culture?



Why now?

- Increased public scrutiny?
- Expectations of the profession?
- Struggling to retain good staff?
- Interest from the regulator?
- Increase in SDT cases?

GREENWASHING INSTRUCTIONS



**EXAGGERATE POSITIVE
CONTRIBUTIONS
TO ETHICAL AND
SUSTAINABLE FASHION.**

**USE MANIPULATIVE
AND MISLEADING
TERMINOLOGY AND
IMAGERY.**

**DISTRACT FROM
THE ONGOING MASS
PRODUCTION OF FAST
FASHION GARMENTS.**

Concerns the SRA had....

Unsupportive

Bullying

Toxic working environment

Toxic culture

What words would you use?



Do you have a
rotten apple?

“One bad apple can spoil the bunch”



Tools & Indicators



Communication



Employee
Surveys



360 degree
reviews



Exit Interviews



Confidential
hotlines



Induction
process



Working
Environment

Unwritten rules?

- Is there a seat or desk that you would never sit at, even though it is a hot desk?
- Someone you never disturb at set times?
- Never question what you are told, even if you know it is wrong?
- If you aren't into sport then you may as well leave now as you won't 'get on' with management.
- Is there a large social scene after work, would you be treated differently if you didn't participate?

Compliance Culture

Some decisions are easier than other...

You innocently discover that you have been providing banking facilities by inadvertently paying money belonging to the local Church, who are saving up for a new roof, into your client account for safe keeping. This is a serious breach.

Do you self report this?

- Would you still report this if it was your second serious self-report in two months?
- If it risked you losing your job?
- If it risked closing the firm and 100 people being made redundant?



How can you influence a positive compliance culture?

- Drive it from the top down
 - be measured in your reaction
 - Consider your attitude
- Be transparent.
- Strong internal controls – make it difficult to come off the happy path.
- Use mistakes as a positive ‘lessons learned’.

Can it be good, bad or indifferent?



- Provide a safe environment for employees to raise concerns.
- Lead by example (cliché I know)
- Rewarding positive behaviours

Do you have that one member of staff:

- everyone is frightened of?
- where behaviour in and out of the office is questionable, yet overlooked?



Conclusion

- Be mindful of your actions, as well as that of your team, as they can create 'traditions' that may not be inclusive.
- Consider your induction process and the first impression that this presents.
- Different people choose different cultures; who do you want to attract?
- It has to be more than just words!
- There is no silver bullet as people are different...





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