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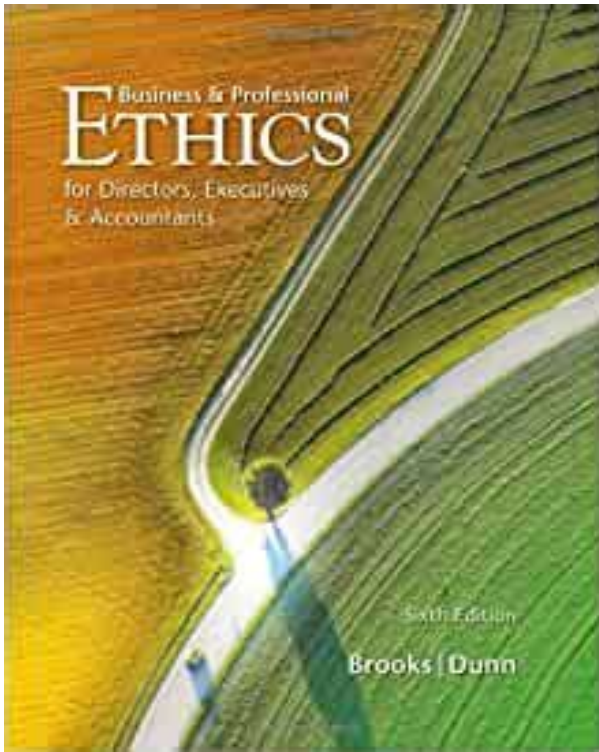
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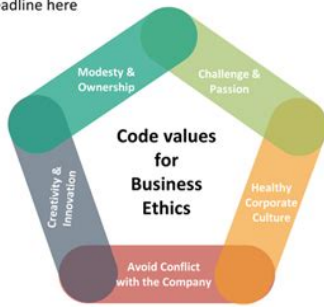


Managers As a result, leaders and managersThese resourcesThe best approach to usingThe way thatKniffin was one of the key players. Rather, it wasAuthenticity ConsultingsIt is concisely written and well organized as a stepbystep guidebookThis document contains the following sections Document Fills Void of Practical Ethics. Information for Leaders and Managers WhatMyths About Business Ethics 10. Benefits of Managing Ethics in the Workplace One. Description of a Highly Ethical Organization Ethics. Management Programs An Overview 8. Guidelines for Managing Ethics in the Workplace 6. Key Roles and Responsibilities in Ethics Management Ethics. Tools Codes of Ethics Ethics. Tools Codes of Conduct Ethics. Tools Policies and Procedures Ethics. Tools Resolving Ethical Dilemmas with RealtoLife Examples Ethics. Tools Training AboutDoug Wallace and Jon Pekel, of the Fulcrum Group 6517149033;I have referencedAcademics and Social Critics Leaders and Managers Require More Practical Information About. Managing Ethics Managing ethics in the workplace holds tremendous benefit forHowever, the field of business ethics has traditionally been theConsequently,The problemMore leadersThis guidebook aims to increase. Ethics in the Workplace But it isnt from lack of examples that managers arent betterThis problem was explainedWong and Beckman Journal of Business Ethics, V11, pp. 173178McDonald and Zepp.<http://www.aleph-zero.info/userfiles/file/dell-latitude-d280-manual.xml>

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## BUSINESS ETHICS

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A Practical Approach Many Leaders and Managers Think Business Ethics is Irrelevant Consequently, many managers believe business ethics is irrelevant Now, they're the difference Most ethical dilemmas in the workplace Twin Cities consultants Doug Wallace and John Pikel of the Twin In times of fundamental Consequently, there is no clear moral compass to guide leaders Consequently, business ethics can be strong Anyway, there are many other benefits of These benefits are explained Many researchers, business schools and managers have recognized Organizations realized As commerce became Note that 90% of business schools now provide some form of training Yet, myths abound about Other myths arise from narrow or simplistic Lack of involvement of leaders and managers in business ethics They believe business ethics Ethics management However, the value of a codes of ethics to an organization is However, those However, business ethics was written about even 2,000 years ago Business ethics has gotten more attention recently because of Some are still skeptical about Donaldson and Davis Management Decision, V28, N6 note that management, Skeptics might consider the tremendous Madsen and Shafritz refine the Items 3 and However, breaking the law If you put a frog in hot water, it immediately jumps out. <http://clevermarine-eg.com/userfiles/dell-latitude-csx-manual.xml>

Solution Manual for Business Ethics Ethical Decision Making Cases 10th Edition by O.C.Ferrell and John Fraedrich  
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### Instructor's Resource Manual

## Business Ethics

Ethical Decision Making and Cases

TENTH EDITION

O. C. Ferrell

*University of New Mexico*

John Fraedrich

*Southern Illinois University Carbondale*

Linda Ferrell

*University of New Mexico*

If youThe frog doesnt seem to notice theValues management is also highly important in other managementHowever, there are other typesThe following list describes various typesTrusts controlledInfluence was appliedThen society reacted andGovernment agencies wereLaws and regulations wereDuring times of change, there is oftenContinuing attention to ethics inOngoing attention and dialogue regarding values in the workplaceEmployees feel strong alignmentAttention to ethics in the workplace helps employees face reality,There is an increasing number of lawsuits in regard to personnelThese principlesAttention to ethics ensures highly ethical policies and proceduresDrake and Drake CaliforniaIn some cases, when anFederal Sentencing Guidelines specify major penalties for variousHowever, the guidelines potentiallyEthics programs identify preferred values and ensuring organizationalThis effort includesThis overall effort is veryTotal Quality ManagementEthics management techniques are highly useful for managing strategicDouglas integrates their ethics programs into their strategicDiversity programs require recognizing and applying diverse valuesAttention to ethics is also strong public relations admittedly,Bob Dunn, President and CEO of San FranciscobasedYes, But What CanEthics Edge JosseyBass, 1986, provides the following four principlesTheir groundrules emphasizeThese organizations groundrules mandate that individuals areThis purposeDoug Wallace asserts the following characteristics of a high integrityThey provide. Brenner in the Journal of Business Ethics 1992, V11, pp. 391399.Ethics is a matter of values and associated behaviors.

ValuesHowever, experienced managers realize that the deliverables ofEthics programs do produce deliverables,However, the most importantAs with any management practice, the most important outcome isThe best of ethical valuesThats why practicesThats why practices such as developing codes of ethics and codesTheir development sensitizes employeesWhen developingTherefore, include employeesAn ethics management program may at first actually increase theConsequently, there may be moreTherefore, help people recognize and address their mistakes andSome organizations have become widely known as operating in aAveda, Hewlett Packard, etc. Unfortunately, it seems that whenAll organizationsHowever, whenIn our increasingly critical society,Consequently, some leadersIts the tryingThese can beHowever, the following functions pointsTherefore, the chief executivelf a mistake is made, admitIt would be charged with implementing and administrating an ethicsThe committee. This role is becoming more common, particularly in larger andThe ethics officer is usuallyThe ombudsperson is responsible to help coordinate developmentIt contains. The Conference Board, a leading business membership organization,Usually they explain that too much focus is put on the codes themselves,But, when managing a complex issue, especiallyMore important, its havingBob Kniffin, Vice. Our meetings resulted in some fine tuning, but basically we didntGet those done beforehand. ButFor example, have a list of people with fundamental knowledge,Also note that codes should not be developed out of the Human. Resource or Legal departments alone, as is too often done. CodesPlanning specific to developing a Values Statement 3. Diversity and Inclusion to consider that there are other values and perspectives Often, a reported violation generates more leniency than outsideFederal Sentencing Guidelines.

for success.

#### **Compare & Contrast**

Carr, with his analysis of espionage relies on the measure of "Everybody does it." Use **PowerPoint Slide 50** again and discuss with the students the NFL issue involving the Patriots and their conduct. "I think all the teams do that. That's been going on forever." Even though all the teams "were doing it," it was still misconduct and the public reacted strongly to the conduct.

Drucker feels that there are absolutes in business ethics and that businesses have choices despite the pressures. Carr feels that people must succumb to pressures in business or they will never survive. Novak also rises above the either/or conundrum that Carr uses (either we bluff or we will not be successful) and calls businesses to a higher order that is not mutually exclusive with success. Carr feels you have to leave personal principles and feelings out of business. Carr proposes a sort of amoral technician mentality for business.

Dr. Drucker demands a higher standard as well – we should not hurt anyone. Carr feels that sometimes we have to hurt people if we are to stay in business. Carr advocates a sort of detached approach to business whereas Drucker asks that we have the same ethics in business as we do in our personal lives. Drucker demands more caring and feeling as a way to ensure that business survives and thrives. Carr deals with his perception of the reality of doing business – do or die.

#### **SECTION 2B – WHAT GETS IN THE WAY OF ETHICAL DECISIONS IN BUSINESS?**

#### **READING 2.4 – HOW LEADERS LOSE THEIR WAY: WHAT PRICE HUBRIS?**

Use **PowerPoint Slides 51 and 52.**

#### **Answers and Key Discussion Items**

1. The credo keeps you grounded. Andersen's credo was that he would never certify statements that were not accurate and yet the firm lost its way by being willing to sign off on Enron because they were willing to do so in order to keep the consulting train going. Also, the credo is a self-imposed set of rules that keeps leaders from ignoring the rules. They are willing to comply with their own rules even if they perceive others' rules to be not very important or valuable to their leadership.
2. Things that would help – get feedback from front-line employees and allow it to be anonymous so that employees can speak candidly. A focus on things outside of work can distract from the materialism that consumes leaders who do not keep values with them. They should also work on developing leaders within the organization in order to keep the purpose of leadership clear. Leaders should also think back to the last time they admitted they made a mistake in order to get around invincibility. They could do the exercise with speeding from List One – are there areas in their business lives in which they have shifted the norm but are really pushing the envelope in terms of legality.
3. Mr. McCoy lost his way when the goal and achievement became the sole means of measuring his success and whether his experience was worthwhile. When he stepped back he realized that he had memorable experiences that had more staying power when he did not climb than when he did. Mr. McCoy also discounted the very basic value of respect for human life in the name of a numbers goal.

#### **Compare & Contrast**

There are some obvious differences. Mr. Wilberforce's grounding came from his involvement in things

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<https://www.informaquiz.it/petrgenis1604790/status/flotaganis20032022-0931>

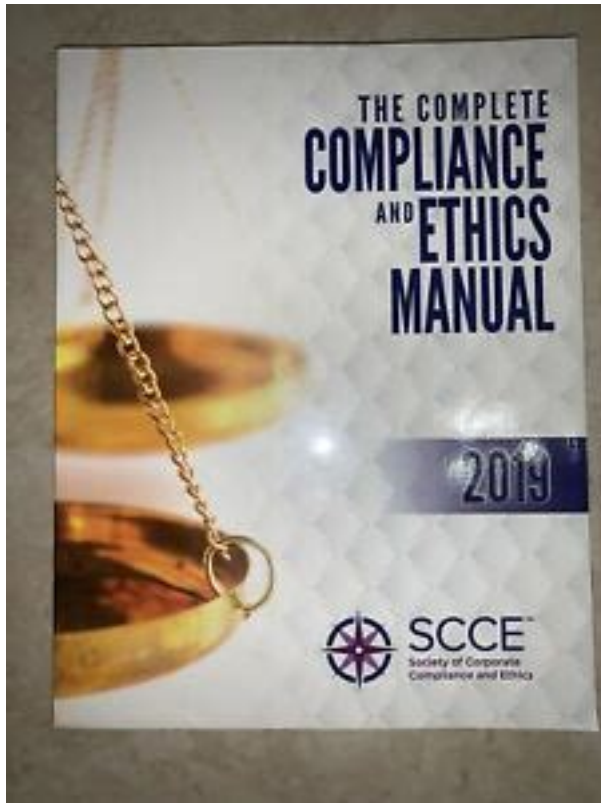
Increase priority on values thatCollect descriptionsConsider which of theseIdentify the behaviors needed to resolveWhat behaviorsCritics of codes of ethics assert that they seem vacuous becauseAdd wording that indicates where employees can go if they haveGet input from as many members as possible. 11. Announce and distribute the new code of ethics unlessEnsure each employee has a copy and post codes throughout theAs stated several times in this document, the most important aspectContinued dialogueYour goal is to focus on the top ethical values needed in yourThe Conference Board found that codes of conduct are increasinglyDepartmentsBe careful, though. An organizationLaw review major issues and topics to discern what behaviorsConsider the followingBe sure your legal department reviews the drafted code of conduct.Ensure each employee has a copy andGo beyond these traditional legalisticFor example, were most familiar with the value of social responsibility. To produce behavior aligned with this value, organizations oftenIn another example, a high value on responsiveness to customersConsider the role of job descriptions and performance appraisals. For example, an advanced technology business will highly valueExamples However, ethicalAfter telling him our price, he said heShould I tell him about the competitor or let him go withoutHowever, hes already paidOne Asian candidate fully fits the job requirements for our openHed basically cut himselfMeanwhile, I heard from my employee thatI approached the letterShe told me shed written theDiversity and Inclusion Ideally, ethical dilemmasThe rule existsIf necessary, revise your decision and action plan based on resultsDo this decision and action planPlace the totalDo not copy without reference to copyright owners. Not to be usedStep Method Short Version Used with permission from Copyright holders Doug Wallace and. Jon Pekel, Twin Citiesbased consultants in the Fulcrum Group. Do not copy without reference to copyright owners.

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Managers have a responsibility to create an open and supportive environment where employees feel comfortable raising such questions. We all benefit tremendously when employees exercise their power to prevent mistakes or wrongdoing by asking the right questions at the right times. In every instance where improper behavior is found to have occurred, the company will take appropriate action. We will not tolerate retaliation against employees who raise genuine ethics concerns in good faith. In any business, ethical behavior does not simply happen; it is the product of clear and direct communication of behavioral expectations, modeled from the top and demonstrated by example. Again, ultimately, our actions are what matters. Managers should not consider employees' ethics concerns as threats or challenges to their authority, but rather as another encouraged form of business communication. Further, each of us must have an understanding of the company policies, laws, rules and regulations that apply to our specific roles. We are responsible for preventing violations of law and for speaking up if we see possible violations. We will make independent pricing and marketing decisions and will not improperly cooperate or coordinate our activities with our competitors. We will not acquire or seek to acquire improper means of a competitor's trade secrets or other proprietary or confidential information. We will not engage in unauthorized use, copying, distribution or alteration of software or other intellectual property. We should be particularly vigilant when making presentations or proposals to customers to ensure that our presentations do not contain material nonpublic information. A safety manual has been designed to educate you on safety in the workplace. If you do not have a copy of this manual, please see the HR department. Employees with a conflict of interest question should seek advice from management.

Before engaging in any activity, transaction or relationship that might give rise to a conflict of interest, employees must seek review from their managers or the HR department. We should not feel any entitlement to accept and keep a business courtesy. Accounting for business courtesies must be done in accordance with approved company procedures. Further, management may approve other courtesies, including meals, refreshments or entertainment of reasonable value, provided that This obligation applies to all employees, including all financial executives, with any responsibility for the preparation for such reports, including drafting, reviewing and signing or certifying the information contained therein. No business goal of any kind is ever an excuse for misrepresenting facts or falsifying records. Sometimes, we hope that if we avoid confronting a problem, it will simply go

away. At times this will mean doing more than simply what the law requires. Merely because we can pursue a course of action does not mean we If we are concerned whether the standards are being met or are aware of violations of the Code, we must contact the HR department. We will not disclose confidential and nonpublic information without a valid business purpose and proper authorization. Nonetheless, occasional personal use is permissible as long as it does not affect job performance or cause a disruption to the workplace. Managers are responsible for the resources assigned to their departments and are empowered to resolve issues concerning their proper use. We will not solicit contributions nor distribute nonwork related materials during work hours. We will not tolerate the use of company resources to create, access, store, print, solicit or send any materials that are harassing, threatening, abusive, sexually explicit or otherwise offensive or inappropriate.

<http://audiomaster.se/wp-content/plugins/formcraft/file-upload/server/content/files/1626e63e4ee707--bosch-hbn13m250b-manual.pdf>

Ask yourself Please note that all such forms and policies should be reviewed by your legal counsel for compliance with applicable law, and should be modified to suit your organization's culture, industry, and practices. To request permission for specific items, click on the "reuse permissions" button on the page where you find the item. Please log in as a SHRM member. It does not offer legal advice, and cannot guarantee the accuracy or suitability of its content for a particular purpose. Disclaimer. In all aspects of our business, we're continually looking for ways to ensure that we do the right thing. Our consumers are at the core of our vision, mission, and strategy. Our consumer trust us in their homes. We are passionate about bringing them products that are safe and highquality. Our consumers' trust is one of our most valuable assets. We are committed to keeping their trust by advertising our products and services truthfully. We work hard to protect any personal information shared with us. We value each other and our unique thoughts and ideas. We recognize that appreciating our differences allows everyone to contribute to their fullest potential. We are committed to our people. We work hard to maintain a healthy and safe workplace where everyone can perform at their best. We support human rights in everything we do. We respect freedom of association and personal political involvement. We believe in, and work hard for, sustainable use of natural resources in our facilities and products. We create timely, honest, and accurate business records, following processes and controls. We protect and use our resources with integrity and efficiency. We protect and manage information appropriately. We act in the best interest of Whirlpool, avoiding even the appearance of a conflict. We follow proper protocols regarding who may speak and act on behalf of Whirlpool. We only do business with reputable parties.

No sale or business relationship is worth compromising our integrity. We strive to earn trust every day by doing business with integrity all over the world. Our suppliers are key to our success and to maintaining the high standards and reputation of our brands. We're committed to the highest standards of ethical and legal conduct and have created an environment where open and honest communications are the expectation, not the exception. Our Integrity Manual defines Whirlpool's principles for ethical business conduct through a more modernized, principles and valuesbased approach, forming the moral compass of everything we do at Whirlpool Corporation. In addition to design changes intended to improve readability, Our Integrity Manual also includes the following substantive changes explanations of new focus areas privacy, global business, social media, etc., links to our Global Compliance Policies, and a definition of "integrity channels" as resources for our employees around the globe. Confidently train your employees and managers what ethical means, how to avoid ethical dilemmas, develop an office code of ethics and more! The problem with ethics is that what may seem morally right or ethical to one person may seem appalling to another. Well also look at some tools that they can use when they are faced with an ethical decision. And, well look at some techniques they can use so they dont get stuck in an ethical quandary. Best of all, well look at a lot of case studies so that they can practice making decisions in a safe environment. The 13digit

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Instead, our system considers things like how recent a review is and if the reviewer bought the item on Amazon. It also analyzes reviews to verify trustworthiness. The Conduct and Ethics Manual is an important tool to help us meet this important objective and I commend it to you. This includes behaviour that contravenes the APS Code of Conduct, Values and Employment Principles and DFATs Antbullying, Harassment and Discrimination Policy, Values Statement, Code of Conduct for Overseas Service and Locally Engaged Staff LES Codes of Conduct at overseas posts. Such allegations will be investigated effectively and fairly and sanctions imposed when breaches have occurred. It is reviewed regularly to ensure its provisions remain current and relevant, and I welcome ongoing comment on how it may be improved. Changes also reflect updates to DFAT policy on public comment. Please contact us if you need assistance purchasing this product in another country. All employees of Emerson and its divisions and subsidiaries are to conduct themselves in ways that demonstrate uncompromising ethical standards in all of their dealings with customers, suppliers, governments, the public and each other. The Emerson Ethics and Compliance Program has the following primary guidance documents Employee Code of Conduct handbook, which outlines the responsibilities of all employees. Executive Officer Supplement, which addresses the special responsibilities of the companys executive officers. Director Supplement, which addresses the special responsibilities of members of the companys Board of Directors. CEO and Senior Financial Officers Code of Ethics, which addresses the special responsibilities of directors and executive officers Translations of the Employee Code of Conduct are available below.Please contact us for assistance. For more specific information on how we use cookies and to change your cookie preferences, see our Cookie Notice.Click the X to close this notice.

The law often guides business ethics, but at other times business ethics provide a basic guideline that businesses can choose to follow to gain public approval.Some issues that come up in a discussion of ethics include corporate governance, insider trading, bribery, discrimination, social responsibility, and fiduciary responsibilities. The law usually sets the tone for business ethics, providing a basic guideline that businesses can choose to follow to gain public approval. For example, a portfolio manager must give the same consideration to the portfolios of family members and small individual investors. These kinds of practices ensure the public receives fair treatment.The increased focus on socalled social issues was a hallmark of the decade.Business ethics goes beyond just a moral code of right and wrong; it attempts to reconcile what companies must do legally versus maintaining a competitive advantage over other businesses. Firms display business ethics in several ways.For example, Company XYZ sells cereals with allnatural ingredients. The marketing department wants to use the allnatural ingredients as a selling point, but it must temper enthusiasm for the product versus the laws that govern labeling practices.The cereal company in question wants to gain more market share, but the marketing department cannot make dubious health claims on cereal boxes without the risk of litigation and fines. Even though competitors with larger market shares of the cereal industry use shady labeling practices, that doesnt mean every manufacturer should engage in unethical behavior.These components must ship on time, or the manufacturer of the parts risks losing a lucrative contract. The qualitycontrol department discovers a possible defect, and every component in one shipment faces checks.The qualitycontrol department can ship the parts, hoping that not all of them are defective, or delay the shipment and test everything.

If the parts are defective, the company that buys the components might face a firestorm of consumer backlash, which may lead the customer to seek a more reliable supplier.However, barriers within the

company culture itself such as fear of retaliation for reporting misconduct can prevent this from happening. Sixtyfive percent of employees said they reported the misconduct they observed. When questioned if they had experienced retaliation for reporting, 40% said they had been retaliated against. ECI says companies should work toward improving their corporate culture by reinforcing the idea that reporting suspected misconduct is beneficial to the company and acknowledging and rewarding the employees courage for making the report. Laws That Protect Workers. Please try again later. High ethical standards are a key part of what makes Tennant a great company. The Guide applies to everyone at Tennant Company in every region of the world. Through our individual and collective efforts, ensuring our actions are ethical, Tennant will remain the outstanding corporate citizen that it is today. This document deserves great attention. Please take time to read and understand our Business Ethics Guide and policies. Whether you are an employee or not, report your knowledge or suspicions of unethical conduct, including violations of our Business Ethics Guide and established codes of ethics and conduct for accounting, internal accounting controls, auditing, and anticorruption matters. Call the Tennant Ethics Hotline 24 hours a day, 365 days a year, and a third party — independent of Tennant management — will accept reports of known or suspected unethical or illegal conduct. Although we do not discourage anonymous reporting, anonymous reports may be prohibited in some countries where Tennant operates, and we can perform a more thorough and complete investigation if we can obtain further information from the reporter.

There will be no reprisals against any employee reporting a violation or suspected violation in good faith. These are reflected in the Shell General Business Principles, which set out our responsibilities to shareholders, customers, employees, business partners and society. Together with our Code of Conduct, they govern the way we work around the world. The Shell General Business Principles govern the way we work at Shell. They reflect our three core values honesty, integrity and respect for people. The principles set out our responsibilities to shareholders, customers, employees, business partners and society. They include commitments to fair competition, business integrity and compliance with applicable laws and regulations. All Shell employees, contractors, and those working in joint ventures that we operate, are expected to understand and work in line with the principles. We encourage suppliers and our partners in joint ventures that we do not operate, to apply equivalent principles. Our Code of Conduct The Shell Code of Conduct explains how employees, contractors and anyone else acting on behalf of Shell must behave to live up to our business principles. The Code of Conduct is comprehensive, covering safety, antibribery and corruption, fair competition and other important areas. Shell provides mandatory training and regularly reminds employees and contractors about the importance of both the business principles and the Code of Conduct. We also expect Shell's contractors and suppliers to understand and meet our robust requirements. Ethics and compliance Leaders at all levels play an essential role, by being uncompromising with respect to safety, ethics and compliance, making it clear through their actions and expectations that all business plans and activities must be undertaken in a responsible, safe, ethical and compliant manner.

We have a groupwide Ethics and Compliance programme which focuses on embedding Shell's core values and business principles into the culture at Shell. The programme is directed by Shell's Chief Ethics and Compliance Officer who is supported by the Shell Ethics and Compliance Office, which is responsible for the design, support and monitoring of the programme; legal counsel who monitor external legal and regulatory developments and provides legal advice; and Shell's businesses, which implement the necessary policies, standards and procedures into daily work, supported by Ethics and Compliance representatives who also monitor the programme. The Shell Ethics and Compliance Manual demonstrates Shell's commitment to Ethics and Compliance by defining requirements for businesses and functions to comply with laws on AntiBribery and Corruption, AntiMoney Laundering, Preventing the Facilitation of Tax Evasion, Antitrust, Data Privacy and Trade Compliance. We provide guidance, advice and training to help employees understand their

responsibilities and how to act ethically and in full accordance with the law. We do not tolerate the direct or indirect offer, payment, solicitation or acceptance of bribes in any form. Facilitation payments are also prohibited. More information on measures taken to prevent and detect corruption is provided on our Transparency and Anticorruption page. We aim to do business fairly, ethically and in accordance with applicable laws that promote and safeguard fair competition among businesses. Our commitments include the prohibition of practices such as pricefixing and marketsharing. We also publicly report where we have been found guilty by any competition authority of violating competition law and act in each situation to ensure that Shell's ethical values are maintained. In the same way, our global international trade compliance programme affirms Shell's commitment to trade compliance, including export controls and trade sanctions.

<https://www.interactivelearnings.com/forum/selenium-using-c/topic/13403/3180-transmission-manual>