

ETHICAL LEADERSHIP MATURITY ASSESSMENT

A PPC Insight Diagnostic for CEOs, Boards, HSE Directors & Quality Leaders

INTRODUCTION

In every organisation, ethical leadership is the foundation of trust, transparency, and responsible decision-making. When ethical behaviour is inconsistent, unclear, or compromised under pressure, the organisation becomes vulnerable to **silence, misconduct, reputational damage, and predictable ethical failures**.

The **Ethical Leadership Maturity Assessment** evaluates the behaviours, systems, and cultural conditions that determine whether leaders act with integrity — not only when it is easy, but especially when it is difficult.

Unlike traditional ethics surveys that measure perceptions, this diagnostic evaluates:

- Ethical decision-making under pressure
- Leadership fairness & accountability
- Trust in leadership intent
- Transparency & truth-telling
- Reporting confidence for sensitive issues
- Predictive ethical-risk indicators

This makes it one of the few assessments that measures both **current ethical leadership maturity** and **future ethical-risk exposure**.

WHY THIS ASSESSMENT MATTERS

Executives and Boards are increasingly held accountable for:

- ethical leadership
- governance failures
- organisational integrity
- stakeholder trust
- responsible decision-making
- reputational protection

Yet most leaders do not receive **early warning indicators** that show where ethical vulnerabilities are forming.

This assessment provides a single, integrated view of:

- where trust is breaking down
- where fairness is inconsistent
- where ethical blind spots exist
- where sensitive reporting is suppressed
- where leadership behaviour creates risk
- where future ethical failures are predictable

It is not a compliance exercise.

It is a **strategic integrity-risk intelligence tool**.

WHO SHOULD COMPLETE THE ASSESSMENT

Primary Respondents

- HSE Managers / Directors
- HR / People & Culture Leaders
- Quality Managers
- Operational Managers
- Senior Supervisors
- Site Managers
- Risk & Compliance Leaders

Optional Additional Respondents

- Worker committees
- Union representatives
- Selected frontline teams
- Ethics & governance committees

These groups experience leadership fairness, transparency, and ethical behaviour directly.

WHO SHOULD *NOT* COMPLETE IT

CEOs and Board Members should **not** complete the assessment.

Their role is to **interpret the results**, not generate them.

Ethical leadership must be evaluated by those who experience it — not those who believe they demonstrate it.

HOW OFTEN SHOULD IT BE DONE?

Recommended Frequency: Every 6 months

To track:

- trust levels
- fairness consistency
- ethical decision-making
- reporting confidence
- leadership behaviour under pressure
- emerging ethical vulnerabilities

High-Risk or High-Scrutiny Sectors:

Mining, Energy, Healthcare, Government, Finance → **Quarterly**

After an ethical breach, leadership change, or governance failure:

Repeat within **60 days**.

Ethical leadership is dynamic — it strengthens or deteriorates based on pressure, culture, and leadership behaviour.

THE TOP 5 INDICATORS CEOs & BOARDS MUST LOOK AT FIRST

Executives do not need to read all 30 items.

They must focus on the **five predictive ethical-leadership indicators** that reveal the organisation's true integrity trajectory.

1. Leadership Fairness & Consistency

If fairness is inconsistent, trust collapses.

Why it matters:

Inconsistent fairness is the strongest predictor of ethical failure.

2. Ethical Decision-Making Under Pressure

Ethics matter most when pressure is highest.

Why it matters:

Pressure exposes true values — not policies.

3. Trust in Leadership Intent

If employees doubt leadership integrity, they will not report sensitive issues.

Why it matters:

Low trust = hidden ethical risk.

4. Transparency & Truth-Telling

If truth is filtered, softened, or avoided, ethical blind spots form.

Why it matters:

Truth is the foundation of ethical governance.

5. Predictive Ethical-Risk Indicators

Ethical failures are predictable when early signals are ignored.

Why it matters:

Silence around ethics is the most dangerous silence of all.

FULL 30-ITEM ETHICAL LEADERSHIP MATURITY ASSESSMENT (150 Points)

Structured identically to your Safety Culture assessment

SECTION 1 — ETHICAL PRINCIPLES & LEADERSHIP INTENT

No.	Assessment Item	Rating (1–5)	Explanation
1	Leaders act with integrity even when unobserved.	1–5	1 = Rarely, 5 = Always
2	Leaders demonstrate honesty in all communications.	1–5	1 = Inconsistent, 5 = Consistent
3	Leaders apply rules and expectations fairly.	1–5	1 = Uneven, 5 = Consistent
4	Leaders take accountability for their decisions.	1–5	1 = Avoid responsibility, 5 = Own decisions
5	Leaders uphold ethical standards under pressure.	1–5	1 = Compromised, 5 = Strong

SECTION 2 — FAIRNESS, RESPECT & DECISION-MAKING

No.	Assessment Item	Rating (1–5)	Explanation
6	Employees feel respected by leadership.	1–5	1 = Not at all, 5 = Strongly
7	Leaders treat all employees with dignity.	1–5	1 = Rarely, 5 = Always
8	Decisions are made transparently and fairly.	1–5	1 = Opaque, 5 = Transparent
9	Leaders communicate the reasoning behind decisions.	1–5	1 = Never, 5 = Always
10	Leaders admit mistakes openly.	1–5	1 = Never, 5 = Always

SECTION 3 — TRUST, TRANSPARENCY & REPORTING

No.	Assessment Item	Rating (1–5)	Explanation
11	Employees trust leadership to act ethically.	1–5	1 = Low trust, 5 = High trust
12	Employees believe leaders are fair and unbiased.	1–5	1 = Strongly disagree, 5 = Strongly agree
13	Sensitive issues can be raised without fear.	1–5	1 = Never, 5 = Always
14	Leaders remain ethical when facing conflicting priorities.	1–5	1 = Compromised, 5 = Strong
15	Employees feel safe reporting ethical concerns.	1–5	1 = Never, 5 = Always

SECTION 4 — ORGANISATIONAL INTEGRITY & CULTURE

No.	Assessment Item	Rating (1–5)	Explanation
16	Ethical expectations are clearly communicated.	1–5	1 = Not at all, 5 = Strongly
17	The organisation encourages truth-telling.	1–5	1 = Never, 5 = Always
18	Ethical breaches are addressed consistently.	1–5	1 = Inconsistent, 5 = Consistent
19	Leaders model transparency in difficult situations.	1–5	1 = Rarely, 5 = Always
20	Accountability is applied fairly across all levels.	1–5	1 = Uneven, 5 = Consistent

SECTION 5 — ETHICAL SYSTEMS, CONTROLS & SAFEGUARDS

No.	Assessment Item	Rating (1–5)	Explanation
21	Ethical risks are identified and monitored.	1–5	1 = Not monitored, 5 = Actively
22	Controls prevent unethical behaviour.	1–5	1 = Weak, 5 = Strong
23	Leaders act ethically when unobserved.	1–5	1 = Low trust, 5 = High trust
24	Ethical dilemmas are escalated early.	1–5	1 = Never, 5 = Always
25	The organisation learns from ethical failures.	1–5	1 = Rarely, 5 = Consistently

SECTION 6 — PREDICTIVE ETHICAL-RISK INDICATORS

No.	Predictive Indicator	Rating (1–5)	Explanation
26	Ethical weak signals are tracked.	1–5	1 = Not tracked, 5 = Actively
27	Leaders detect early signs of trust erosion.	1–5	1 = Never, 5 = Always
28	Sensitive reporting is encouraged and protected.	1–5	1 = Never, 5 = Always
29	Leaders take accountability for ethical failures.	1–5	1 = Avoid, 5 = Own
30	The organisation prevents ethical failures before they occur.	1–5	1 = Rarely, 5 = Consistently

TOTAL SCORING (150 Points)

GREEN — High Ethical Leadership Maturity (120–150)

Strong integrity, strong trust, strong fairness.

Future ethical risk is low.

AMBER — Developing Ethical Leadership (80–119)

Strengths exist, but ethical vulnerabilities are emerging.

Future ethical failures are possible.

RED — High Predictive Ethical Risk (0–79)

Trust erosion, inconsistent fairness, and ethical blind spots present.

Future ethical failures are predictable.

Immediate leadership intervention required.

EXECUTIVE INTERPRETATION

If GREEN:

- Strengthen transparency
- Maintain fairness consistency
- Prevent ethical drift

If AMBER:

- Align leadership behaviour
- Strengthen ethical decision-making
- Improve sensitive reporting pathways
- Monitor trust indicators

If RED:

- Leadership integrity reset
- Rebuild trust & transparency
- Strengthen ethical controls
- Implement ethical leadership development

CEO SUMMARY PAGE — Ethical Leadership Maturity Assessment

1. Executive Overview

This assessment provides a consolidated view of the organisation's **ethical leadership maturity, trust levels, and predictive ethical-risk exposure**.

It integrates 30 indicators across:

- Ethical Principles & Leadership Intent
- Fairness, Respect & Decision-Making
- Trust, Transparency & Reporting
- Organisational Integrity & Culture
- Ethical Systems & Safeguards
- Predictive Ethical-Risk Indicators

It gives executives a rapid understanding of:

- where trust is strong
- where fairness is inconsistent
- where ethical blind spots exist
- where sensitive reporting is suppressed
- where future ethical failures are most likely

2. Overall Scores

Category	Score	Rating	Interpretation
Ethical Leadership Maturity Score	___ / 100	 /  / 	Current ethical strength
Predictive Ethical Risk Score	___ / 50	 /  / 	Future ethical risk
Total Score	___ / 150	 /  / 	Combined maturity + predictive risk

3. Top 5 Priority Indicators for Executive Attention

Priority Area	Indicator	Score	RAG	Why It Matters
1. Leadership Fairness & Consistency	Items 3, 8, 12, 20	—	 /  / 	Inconsistent fairness predicts ethical failure
2. Ethical Decision-Making Under Pressure	Items 5, 14, 18, 29	—	 /  / 	Pressure exposes true values
3. Trust in Leadership Intent	Items 11, 15, 23	—	 /  / 	Low trust = hidden ethical risk
4. Transparency & Truth-Telling	Items 9, 10, 19	—	 /  / 	Truth prevents ethical blind spots
5. Predictive Ethical-Risk Indicators	Items 26, 27, 28, 30	—	 /  / 	Silence predicts ethical failure

4. Key Strengths

- _____
- _____
- _____

5. Key Vulnerabilities

- _____
- _____
- _____

6. Predictive Risk Outlook (12–24 Months)

-  Low Ethical Risk
-  Moderate Ethical Risk
-  High Ethical Risk

7. Recommended Executive Actions (Next 90 Days)

- Leadership integrity alignment
- Strengthen fairness & transparency
- Improve accountability consistency
- Reinforce ethical decision-making
- Monitor trust indicators monthly
- Establish ethical escalation pathways

8. CEO Closing Insight

Ethical leadership is not defined by policies —
it is defined by **behaviour under pressure**.

This assessment gives leaders the visibility needed to protect people, reputation, and organisational integrity before ethical failures become costly.