

PRESSURE™ Framework

Ethical Stress-Testing for Enterprise Decisions

P	Purpose Clarity <i>What are we actually trying to achieve?</i> Under pressure, organisations drift from purpose to targets.
R	Risk Visibility <i>What risks are we underestimating?</i> Executives often see operational risk but miss reputational and ethical risk.
E	Escalation Integrity <i>Can concerns be raised without fear?</i> Many failures involve suppressed challenge.
S	Stakeholder Impact <i>Who absorbs the downside if we are wrong?</i> Not just shareholders, but also customers, employees, and communities.
S	Systems & Incentives <i>Are our controls amplifying or mitigating ethical risk?</i> Many failures are incentive or system failures.
U	Unintended Consequences <i>What could happen if this scales?</i> Ethical risk compounds when decisions are scaled or replicated.
R	Reversibility <i>Could we undo this if needed?</i> High-risk decisions are often hard to reverse or repair.
E	External Perception <i>How would this look under public scrutiny?</i> What if regulators, media, or whistleblowers examined this?

**Identify Ethical Risk and Improve Decision-Making under Pressure –
Before Issues Become Crises**