

2018



EUROPEAN
**Business
Ethics**
FORUM
R E P O R T

**31 January
– 02 February**
Amsterdam
Marriott Hotel

Sharing Ideas & Successful Practices



Meet your **forum hosts**



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Summary Report 2018

The conference was held under the Chatham House Rule which means that participants may use and repeat what was said but they may not attribute anything by name or company. For this reason, the full report is available only to participants.

This summary report outlines the plenary sessions and the topics discussed in the breakout sessions.

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NORTHROP GRUMMAN



Thursday

01 February

Forum Welcome

Moira McGinty Klos | Chief Operating Officer | Ethics and Compliance Initiative (ECI)

The 2018 forum was opened by Moira who welcomed attendees to Amsterdam. Moira introduced the EBEF organising committee and highlighted that it is thanks to this fruitful collaboration that the conference provides such a varied and interesting platform to exchange ideas. She concluded wishing everyone a productive conference.

Plenary Session

Reflections from a CEO: tone from the top

Jacques van den Broek | CEO and Chairman of the Executive Board | Randstad Holding nv
Dieuwke Visser | Senior Compliance Counsel | Randstad Holding nv

The first plenary session was led by Jacques van den Broek, CEO of the human resource services firm Randstad who illustrated how he sets the tone from the top for ethics within the organisation. He was supported by the Senior Compliance Counsel Dieuwke Visser, who illustrated the details of the ethics and compliance programme in the organisation.

The CEO perspective

Jacques gave an overview of Randstad's business. The purpose of the company is to support people and organisations to realise their full potential and, as such, it is in a unique position to redefine the way it connects with clients and candidates. Randstad employs 38,000 people around the world who are in contact with clients on a daily basis and provide jobs to 2 million people every year. Therefore it is important that everyone in the organisation understands the importance of the company's values and how they are applied in practice.

Technology plays an important role for Randstad, particularly issues around the use of Big Data. Recognising the challenges arising in this area, Jacques explained that a strong ethical culture is essential to become a trusted partner, ultimately promoting future employment opportunities and economic growth for society as a whole.

Randstad's values are: To Know, To Serve, To Trust, Striving for Perfection, Simultaneous Promotion of All Interests. Jacques explained that these core values are closely linked with the business they do and the company they want to be. Until not long ago, the very activity of using temporary labour was considered illegal or at least unethical in many countries. The world is changing at a very fast pace, so their responsibility as a company is to adjust their approach to face the new challenges and opportunities, making sure that it is firmly grounded on ethical values.

As the CEO of a global company, Jacques highlighted the challenges of doing business internationally. He explained that they made the decision that they won't operate in some countries because they do business in a way that is too far from how Randstad believes business should be done.

Engaging with people was considered paramount to ensure the effectiveness of an ethics programme (e.g. through videos). It is also important, in some instances, to be able to take a firm stance against those that do not live up to the company's values.

Jacques concluded by saying that integrity is at the heart of everything they do and this is what makes Randstad a successful company and people trust them for this reason. He said he believes that integrity is important to their success as it is supportive to the ability to find the right person for a job.

The Senior Compliance Counsel perspective

Building on Jacques' presentation, Dieuwke explained how these principles are applied in practice. A dedicated compliance function is relatively recent in Randstad: her role was established in 2012. She has a legal background.

Dieuwke explained how compliance is defined within Randstad. She said that the basis of compliance is behaviour, rather than abiding to rules. There are laws and regulations that people have to know, but Randstad's core values are what drive them in their daily job. This hasn't changed over time, even if the environment has changed significantly. However, how the values are applied in practice might change.

A pivotal point was the merger with the staffing company VediorSelect in 2008, which increased significantly the geographical spread of the company. It went up from 18 countries to 40 countries around the world. It was important to have shared values and consistent guidance. To make sure that people know what behaviour is expected of them, in 2005 Randstad issued their first Code of Ethics and Whistleblowing procedure in the Netherlands. These were revised in 2009 and were followed by another set of other policies.

In addition, an ethics training programme and an internal communication strategy were set up to ensure that the policy documents were effectively implemented. Particular attention was given to obtaining buy-in from people in senior positions.

Dieuwke illustrated the structure of their training programme. Initially, a PowerPoint presentation was developed to communicate the compliance program. Then, an in-house e-learning programme was developed and some cartoons to support the ethics message. Products 'off the shelf' were not appropriate because they were not based on Randstad's values and the dilemmas proposed were not relevant to Randstad business. In addition, face-to-face training sessions and webinars are also held. It was highlighted that the main focus of the training are values and behaviours rather than the law.

Speaking up is also encouraged and Dieuwke explained that it is important to recognise that people make mistakes, intentionally or otherwise. This is why all colleagues need to be encouraged to raise their ethical concerns. Anonymous reports are allowed, but Randstad encourages people to provide their contact details to be able to follow up if needed. The whistleblowing line is open to all stakeholders, internal and external. The increased number of reports shows that the awareness campaign conducted was successful.

Dieuwke concluded her presentation by illustrating some of the main ethical challenges that Randstad is facing:

- Discrimination, particularly due to the nature of the work (e.g. what to do when a client asks not to provide candidates from a certain background). Technology can help prevent this, finding the best candidate for a job based on an objective set of characteristics without the human bias.
- Social media. Is a 'social media check' on candidates ethical?

Concurrent Facilitated Discussions

Turn on or turn off? How can the techie revolution help with communication, use and understanding of our ethical standards?

Facilitator: Steven Pegg | Senior Ethics Officer – Europe, Middle East & Africa (EMEA) | Lockheed Martin Corporation

Moderator: Tobias Göessling | European Business Ethics Network (EBEN)

Rapporteur: Guendalina Dondé | Institute of Business Ethics (IBE)

Does ethical performance have to be on EVERY agenda?

Facilitator: Marc Guyot | Head of ESG | LBO France

Moderator: Dominique Lamoureux | Cercle d’Ethique des Affaires (CEA)

Rapporteur: Rozlyn Spinks | Institute of Business Ethics (IBE)

Are you ready to meet the 2018 European Data Protection Compliance Deadline?

Facilitator: Cedric Dubar | Chief Compliance & Ethics Officer | Volvo Cars

Moderator: Stéphanie Scoupe | Cercle d’Ethique des Affaires (CEA)

Rapporteur: Marie A. Vieitez | Cercle d’Ethique des Affaires (CEA)

Is it really possible to vet your supply chain?

Facilitator: Stuart Cranfield | Group Head of Supplier Working Conditions | Clarks

Moderator: Philippa Foster Back | Institute of Business Ethics (IBE)

Rapporteur: Daniel Johnson | Institute of Business Ethics (IBE)

What are cost effective strategies for assessment and containing the risks around apparent conflict of interest?

Facilitator: Roz Bliss | Manager, Global Integrity | Northrop Grumman Corporation

Moderator: Moira McGinty Klos | Ethics and Compliance Initiative (ECI)

Rapporteur: Charni Grant | Institute of Business Ethics (IBE)

How can we ensure that our ethics ambassadors are really useful?

Facilitator: Donna Davis | Director, MS Ethics & Compliance | Northrop Grumman Corporation

Moderator: Simon Webley | Institute of Business Ethics (IBE)

Rapporteur: Susie Wood | Merk

Look: we are in this to make profit, so get on with it!

Facilitator: Robert Smith | Director Business Compliance and Ethics | Serco

Moderator: Yves Fassin | European Business Ethics Network (EBEN)

Rapporteur: Charni Grant | Institute of Business Ethics (IBE)

Are your managers well equipped to allow your employees to speak up?

Facilitator: Nicole Sourgens | VP Compliance | Schneider Electric

Moderator: Pascal Cescon | Cercle d’Ethique des Affaires (CEA)

Rapporteur: Lisa Allen | BAE Systems

Is it ethical to enforce your compliance standards irrespective of the local way of living?

Facilitator: Emmanuel Bloch | Director, Corporate Responsibility Development | Thales

Moderator: Marie A. Vieitez | Cercle d’Ethique des Affaires (CEA)

Rapporteur: Guendalina Dondé | Institute of Business Ethics (IBE)

Revisiting values in an established company: a cultural transformation, rolling out new global values.

Facilitator: Ronald van Tongeren | Business Conduct Leader | PwC

Moderator: Tobias Göessling | European Business Ethics Network (EBEN)

Rapporteur: Philippa Foster Back | Institute of Business Ethics (IBE)

Speed Sharing

The aim of this session was to allow participants to share an ethical issue while getting to meet new colleagues in a small and fun setting.

Three questions were posed to participants sitting in groups of 8-10:

- How your E&C programme is structured, and why is it set up this way?
- What are the strategic goals for your E&C programme during 2018? What measure or interventions are you applying to achieve them?
- 2017 ended with several high profile scandals related to harassment by employees in powerful positions. Is your organisation planning to address these issues internally? Why or why not?

Friday

02 February

Plenary Session

Plenary Session: Performance management in the context of ethics and compliance

Gabe Shawn Varges | Senior Partner | HCM International

Gabe began by pointing out that some have dubbed 2018 as “the year of compliance” but in his view it has been already so for many years and will remain so in the years to come. The more probing question is how will the areas of ethics and compliance evolve? What will an ethics and compliance function look like in 10 years? In 20 years? It is important that companies start thinking through this question already in order to understand what they should be working on today to be better ready for tomorrow.

In the above context, several thrusts are on the forefront. One is the exponential use of *artificial intelligence* and *big data*. This area is to be pondered on not just in terms of what it enables or even in terms of what risks in a narrow sense it poses, but on what underlying ethical dilemmas it may give rise to and how managers and employees will make decisions on these dilemmas. This raises important considerations in terms of what ethics and compliance professionals can do to gain a more in-depth understanding of how people make decisions. There is a multiplicity of factors that come into play and influence the individual decision-making process, and not all of them can be addressed through traditional compliance tools of policies, processes, controls and training. Knowing and understanding this is particularly important for organisations as they attempt shape their organisation’s culture to promote desired behaviours. For instance, in some cases introducing a monetary fine for breaching an employment obligation could send the message that “it’s ok to violate, as long as you pay up”, which is what the Board of Directors – likely with knowledge of HR, legal and other professionals in the company – appear to have done in the case of Harvey Weinstein. In all circumstances, it is crucial to understand that designing the right performance management and incentives in the context of ethics and compliance is a complex and arduous process.

Corporate and International context

Organisations today, small or large, are facing an array of corporate and competitive challenges. In the 10th anniversary of the financial crisis, companies are still reflecting on the causes and what could be learned from a period when, even well -respected companies, made extremely ill-advised decisions, for some even leading to their demise in 2008 or the years that followed.

Gabe mentioned two issues that are important to consider in this context:

1. **Potential weaknesses in corporate governance systems.** In 2009, the OECD recognised this, stating that “*the financial crisis can be to an important extent attributed to failures and weaknesses in corporate governance.*”
2. **Wrongly designed incentive systems.** While this lesson has a general application, for some regulated companies this also has a regulatory compliance component as a myriad of national and international guidelines and regulations on remuneration has emerged since 2008, including from the Financial Stability Board. Policy makers have recognized that getting compensation systems right is part of supporting financial stability.

Gabe, however, explained that one cannot properly address incentives without first understanding performance management systems and the options that they offer.

Options for performance management

Gabe highlighted one initial decision that one has to make in any performance management system: at which level to measure performance?

- At company level?
- At individual level?

Whichever option one chooses, it necessitates also deciding what kind of performance metrics or performance indicators to use.

Performance management practices used to be mainly focused on financial indicators. However, more recently organisations have started stressing the importance of non-financial performance. At first, the attempt was to incorporate ‘soft factors’ into performance management, and this permitted elements relating to ethics and compliance to be considered. This was often done in the context of a so-called balanced scorecard.

But these efforts have been mired with challenges about the right degree of granularity: too little and it becomes vague, and too much becomes mechanical and over-engineered. Another challenge is getting weighting right. This is an important point because different weighting options can lead to very different outcomes on employee evaluations, which can then raise credibility and reliability questions.

Remuneration and rewards

Gabe then proceeded by explaining that even when companies get the performance management side right, they may stumble on finding the right alignment with the pay side. Credibility can suffer, for example, when a company proclaims the importance of ethics and compliance but divorces these from the performance management or compensation systems, giving the impression that ethics and compliance are “talk” and “tone” but not part of what the company considers important enough to measure and reward. There is continuous debate among practitioners and academics about how to establish the right link. All sides to the debate tend to recognize that money is not the only motivator for managerial and employee performance. Non-financial rewards, such as recognition and encouragement, need to be part of the equation. All sides also recognize that some people are intrinsically motivated, and these tend to be less influenced by external incentives of whatever type. As companies consider all this, they can find it difficult to decide how to create the right way to measure performance and how and which performance to recognize and reward.

In this context, Gabe presented the notion that he works with called the ETR, or Employee Total Return. The ETR reminds one that setting the right level of reward for any employee should not be in misalignment with that employee’s ETR, which, if properly done, would include how he or she contributes to ethics and compliance efforts. When companies pay an employee less than his or her ETR, this could result in reduced motivation. High-performing employees may even leave the company if paid below their ETR. On the other hand, paying above the ETR is also a risk as, from the perspective of those who bring capital to the company (or in the case of non-profits, the donors) it represents a waste of resources for the organisation. To avoid this kind of “corporate waste”, improving how one determines the ETR is a critical step, and can help also in choosing among the range of metrics one could use to evaluate employee performance.

Gabe also explained that whatever metrics are used, another issue is deciding at what level performance should be assessed (e.g. corporate, individual, team, a mix). All those options have strengths and weaknesses. For example, encouraging employees to work in teams and achieve shared success is positive but there are also risks related to the potential *free rider* problem and the risk of high performers leaving, if everyone is rewarded the same way regardless of their contributions.

The variable part of compensation is one area which best allows organisations to adjust pay based on actual performance. Fixed pay is a cumbersome and expensive way to try to do so as it adds to an organisation's fixed cost and could put it at long-term risk. Variable pay too is the part that better permits bringing ethical and compliance performance into the mix. However, determining the right incentive scheme to support the ethics and compliance agenda requires a careful balancing act and deep understanding of the multiple variables at play. These challenges go beyond "avoiding excessive incentives" or the "incentives on sales". It also includes ensuring performance metrics that do not, directly or indirectly, counterbalance the ethics and compliance objectives of the organisation.

Challenges

Gabe concluded that we need to apply our creativity to help advance ethics and compliance agendas where traditional methods reach their limits. Incentivizing ethics and compliance does not replace other methods but can complement them if done correctly. He ended his presentation by illustrating two challenges that remain:

- Often performance management and compensation are missing from the ethics and compliance agenda because it does require specialized expertise. It is often not even part of an organisation's risk inventory, even when actual risks may exist. It is important for ethics and compliance professionals to better understand this entire area.
- Part of the reason why E&C officers may have difficulty when they do start probing how performance management and compensation are done at their company is that this area has been traditionally been the domain of HR, with careful watch by the CEO. Allowing the E&C officer to have a strong voice in this area does not come easy. Another reason is the larger reality that there isn't ample enough empirical evidence yet to reliably make the case that that better ethics and compliance performance also demonstrably helps the company's financial and business performance. When more of such evidence becomes available – and there are some intriguing studies that point in the right direction – it will also be easier to persuade management to include ethics and compliance in the organisation's performance management and pay systems.

Concurrent Facilitated Discussions

Employee engagement in ethics by discussing dilemmas – what works?

Facilitators: Frank Bijen | Conduct & Ethics Team, Corporate Compliance Risk Management | ING Bank nv

Moderator: Philippa Foster Back CBE | Institute of Business Ethics (IBE)

Rapporteur: Daniel Johnson | Institute of Business Ethics (IBE)

How do you "speak up" about your boss or colleagues?

Facilitator: Mino Tayebi | Ethics & Compliance Manager, Middle East & Africa | BP

Moderator: Tobias Göessling | European Business Ethics Network (EBEN)

Rapporteur: Steve Pegg | Lockheed Martin

Risks of cyber communication: what is the role of E&C?

Facilitator: Bonnie Green | Chief Ethics Officer | United Nations World Food Program

Moderator: Moira McGinty Klos | Ethics & Compliance Initiative (ECI)

Rapporteur: Moira McGinty Klos | Ethics & Compliance Initiative (ECI)

From gifting to bribing: when is the red line crossed?

Facilitator: Corinne Lagache | Senior VP and Group Compliance Officer | Safran SA

Moderator: Maxime Goualin | Cercle d'Ethique des Affaires (CEA)

Rapporteur: Guendalina Dondé | Institute of Business Ethics (IBE)

What on earth can we do to grab their attention?

Facilitator: Steve Kerry | Global Ethics and Compliance Manager | Rolls-Royce plc

Moderator: Simon Webley | Institute of Business Ethics (IBE)

Rapporteur: Roz Bliss | Northrop Grumman

Plenary Session

Ethics and compliance: two sides of the same coin?

Yvonne Hilst | Compliance Officer | VEON

Hilde Luystermans | Chairman of the Ethics Committee | Total S.A.

Ellen Martin | Vice President - Ethics and Business Conduct | The Boeing Company

The third plenary session was dedicated to exploring the differences between ethics and compliance in practice and the different ways in which companies manage them. Each of the panellists brought a different perspective to the table.

Compliance

Yvonne Hilst, from the multinational telecommunication company Veon, is in charge of rolling out the compliance activities of the organisation. She explained that, at this stage, the company is mainly focused on compliance rather than ethics due to its recent past. Veon, previously known as VimpelCom, was charged with paying huge kickbacks to a relative of dictator Islam Karimov in order to access the country's mobile market.

The company agreed to settle the charges in the US and the Netherlands by paying almost \$1 billion. VimpelCom has also agreed to oversight by an independent compliance monitor to promote continued, and regular, compliance enhancements across the company and its subsidiaries.

Following this scandal, therefore, Veon focused primarily on setting up a compliance programme that would ensure the respect of the law (in particular anti-bribery and corruption regulations). This is why it was decided to set up a compliance function.

However, Yvonne explained that she sees compliance as journey, not as a destination, because the rules are constantly changing. She also explained that the focus of her function is not exclusively legalistic. She added that she works closely with other teams to promote an ethical culture in the organisation.

The approach taken to the task is based on the assumption that the changes introduced are not simply aimed at implementing the monitor's recommendation, but they go beyond that. They reflect what the company thinks it is the right thing to do.

An important point on Yvonne's agenda is the internal communication of the compliance standards, policies and programmes. She explained that they adjusted their communication to engage with different audiences (e.g. different countries, different generations...). In addition, they rewrote some policies, which were written using a legalistic jargon, to be more accessible to everyone in the organisation.

Ethics

Hilde, from the oil and gas company Total, discussed her experience as the newly appointed Chairman of the Ethics Committee. She explained that the issue of whether ethics and compliance should be kept separate or merged into the remit of the same function was recently debated within Total. After animated discussion, it was decided that the current system would be kept and the two functions should remain separate functions.

Total's compliance function is responsible for mitigating risk, primarily corruption, fraud and data privacy risk. Total's Chief Compliance Officer reports to General Counsel who then reports to the audit committee. Total have had a Chief Compliance Officer since 2008.

Total's ethics function focuses on awareness raising, training around the code of conduct and carrying out ethical evaluations with subsidiaries. The ethics function is also responsible for investigating complaints and providing advice that come through the ethics committee. The ethics committee is responsible for triaging cases. The ethics function reports to the CEO via the Governance and Ethics committee.

Hilde said that compliance is treated the same way as operational safety, whilst ethics has to do with values and culture. Total's principles are then translated into the code, which explains how the company engages with its stakeholders and the kind of behaviour that is expected by employees. Promoting the Speak Up system is one of the priorities on the Ethics Committee's agenda. In addition, Hilde explained that the ethics ambassadors in the different countries play an important role in supporting the programme.

She concluded by saying that ethics and compliance are definitely complementary, but it is important to make clear that they are not the same thing.

Ethics & Compliance

Representing the aerospace and defence industry and The Boeing Company, Ellen Martin talked about her role in a company where both ethics and compliance are under the same function and explained how having the right team, representing a variety of skills and reflecting the two disciplines, is essential to the organisation's effectiveness.

Martin's background is in industrial engineering and when building her team, looks for people with different expertise and varied backgrounds such as finance, quality, supplier management, ethics, risk management, including lawyers that do not practice the profession but work as ethics advisors.

She emphasized that the company's purpose and mission (Connect, Protect, Explore and Inspire the World through Aerospace Innovation) and its enduring values (Integrity; Quality; Safety; Diversity & Inclusion; Trust & Respect; Corporate Citizenship; Stakeholder Success) are foundational to success.

A strength of the ethics and compliance function that Martin noted is accessibility to senior leaders. Martin explained her reporting structure to the Senior Vice President, Office of Internal Governance and Administration, in turn reports to the Chairman and Chief Executive Officer. Further, she also has access to the Audit Committee and the Board of Directors. Within the company, the ethics and compliance function can rely on:

- A network of ethics advisors focused on culture. They are represented on each of Boeing's business unit and functional leadership teams and report directly to Martin
- Professional investigators who conduct investigations and follow up on alleged breaches of the company's code of conduct
- Compliance professionals who manage the Boeing's compliance risk management framework

From an ethics perspective, the timeline set for employees regarding the implementation of the enterprise-wide programme is clearly defined and effectively communicated. Outreach efforts and events include an established signing period for the code of conduct to ensure understanding and awareness; and annual, company-wide webcasts with the chairman and senior leaders to talk about a commitment to doing business ethically. In addition, ethics is included in the induction curriculum for new employees and leaders.

Martin further explained that while the ethics and compliance functions were separate in the past, the recent decision to combine them into one organisation was based on the maturity of the programs and assurance that integrating them would only serve to increase value to the employees and the company.

Looking Ahead: Recent Lessons and New Challenges

To wrap up this year's forum, three senior conference participants were invited to share their highlights of the two days in London, as well as the challenges they are expecting to face in 2018.

Natacha Le Sellier | Ethics Program Director | L'Oréal

- Natacha found that the conference provided a good mix of people in terms of background and expertise, and she welcomed the fact that there were several people from younger generations. According to Natacha, this is particularly important as many companies have reached a certain maturity in their ethics programme, so new skillsets and perspectives might help walk the extra mile.
- She explained that she enjoyed the first plenary session and she appreciated the sincerity of Randstad's CEO. This prompted another consideration: how many Boards and CEOs receive regular training on ethics?
- She said that the plenary session on ethics and compensation/performance management was very interesting. She encouraged all attendees to look at how performance is rewarded in the academic world for examples of performance management not related to compensation.
- Looking ahead, Natacha identified the changing business environment and the new expectations placed on companies as priorities for the next year. She suggested that the role of companies within society will be the next area of debate, namely how this relates to the concept of democracy.

Dominic Hall | Head of Ethical Business Conduct | BAE Systems

- Dominic praised the good exchange of ideas during the conference.
- In his opinion, the golden thread of this year's session was around communication and engagement with employees and other stakeholders. In particular, he highlighted the importance for the ethics departments of being consistent with the messaging and not to be afraid of repeating the same things over and over again.
- Looking forward, he recognised that the ethical issues around the use of AI will be on business agenda in 2018 more and more prominently. In particular, he said that companies should focus on how to use the technologies available to create a better world. Two of the aspects of the impact of AI on business and society that in Dominic's opinion will require particular attention are related to:
 - the productivity dividend and social equality, and
 - the consequences of introducing AI technology in the workplace in terms of job augmentation vs job replacement.

Barney Rosenberg | Group Vice President, Ethics and Business Conduct | Meggitt

- Barney highlighted that, having attended EBEF for a number of years, he found this year's edition particularly interesting. He explained that the conference provides a good opportunity to talk about the "dirty little secrets of ethics" as people are encouraged to talk about difficult topics and share the challenges that they face.
- He said that working in ethics can be tough because sometimes it might seem virtually impossible to motivate people to do the right thing; therefore it is important to have a safe space where professionals in the field can discuss current good practice. Particularly so because it is not possible to determine one single right approach to business ethics.
- Barney concluded with a challenge, arguing that business is easy, but people are hard. It is therefore, important that ethics and compliance practitioners continue to focus on how to engage with people on ethics, keeping clearly in mind what the ultimate purpose of the organisation is.

Forum Dinner

Dinner on Thursday evening was held at the Koninklijke Industrieele Groote Club.

Speakers



Jacques van den Broek

CEO and Chairman of the Executive Board

Randstad Holding nv

Jacques van den Broek was appointed CEO and chairman of the Executive Board of Randstad Holding nv in March 2014. He is responsible for operations in Germany, Australia, New Zealand, China, Hong Kong, Singapore and Malaysia, as well as for Business Concept Development, HR, IT, Marketing & Communications and Public Affairs.

Jacques graduated in law at Tilburg University and briefly held a management position at Vendex International before joining Randstad as a branch manager in 1988. Over the years he has held various management positions at Randstad, including Regional Director in the Netherlands and Marketing Director Europe. In 2001 he became CEO of newmonday.com and in 2002 he was appointed Managing Director of Capac Inhouse Services (now called Randstad Inhouse Services). At the time he was also responsible for Randstad Denmark and Switzerland.

Jacques van den Broek joined the Executive Board in January 2004. Since then Jacques has been responsible for the significant boost of our global accounts which yield approximately 25% of Group revenue. He led the integration of major operations after the Vedior merger, including the one in France.



Gabe Shawn Varges

Senior Partner

HCM International

Gabe Shawn Varges is Senior Partner at the international consulting firm HCM in their offices in Zurich and Geneva, and Lecturer at the University of St. Gallen Executive School in Switzerland, where he is Director of Compliance Studies.

Mr. Varges advises boards of directors, senior management, and function heads on the more strategic and difficult aspects of aligning corporate governance, culture, compensation, and compliance. This includes companies wishing to re-energize their compliance strategy to increase program effectiveness or who are under stress situations, such as under new ownership or subject of investigations. He also serves as part of regulator-imposed Monitor Teams in deferred prosecution agreements and similar. His work includes calibrating performance management systems and methods to incentivize compliance and prudent risk taking. Prior to HCM, Mr. Varges was Head of Governance of the Swiss combined banking, securities, and insurance regulator, where he also was active on the compensation and governance work of the Financial Stability Board and the Basel Committee on Bank Supervision. Earlier he served as global Chief Compliance Officer of the Zurich Insurance Group and lawyer at the international law firm Shearman & Sterling.



Yvonne Hilst

Compliance Officer

VEON

Yvonne is a US-qualified attorney with more than 20 years of legal and compliance experience. She joined VEON in 2017 as a Compliance Officer. Immediately preceding, Yvonne worked for an Abu Dhabi government-owned company where she had global subject matter responsibility for anti-bribery and corruption; data privacy; economic sanctions and anti-money laundering; international trade; and information management. In addition, she has prior in-house compliance experience in oil & gas, logistics, and industrial manufacturing. Before going in-house, Yvonne worked in international trade legal and consulting firms and completed a clerkship at the US Court of International Trade.

Speakers *continued*



Hilde Luystermans

*Chairwoman of the Ethics Committee
Total S.A.*

Hilde Luystermans is Chairwoman of the Ethics Committee of Total as of October 1st 2017. Prior to this position Hilde Luystermans was General Manager of the Antwerp platform as from April, 1 2012 and General Manager of Total Olefins Antwerp as from April 1, 2008. From 2006 till 2008 Hilde Luystermans was Senior Vice-President Purchasing & Polymers Logistics at Petrofina S.A. in Brussels.

From 2002 to 2006, Hilde Luystermans was Plant Manager of Total Petrochemicals Antwerp, the Polyethylene plant in Antwerp and before that, from 1999 to 2002 she was Project Manager of PP3 (polypropylene plant 3) in Feluy, Belgium.

A graduate of the University of Ghent, Belgium, as a Chemical Engineer, she joined the company in 1980, where she took several operational roles in the Total Refinery in Antwerp.



Ellen Martin

Vice President, Ethics and Business Conduct, Office of Internal Governance and Administration

The Boeing Company

Since October 2011, Ellen Martin has served as vice president of Ethics and Business Conduct for The Boeing Company. Martin is responsible for leading Boeing's global ethics program and also has oversight for the corporate investigations and compliance risk management groups. Additionally, she serves on the Office of Internal Governance and Administration Leadership Team and is a member of the Boeing Compliance Risk Management Board. Prior to this position, Martin served as Ethics director for Boeing Defense, Space & Security. Martin joined Boeing in 1990 as a process engineer at Boeing – Irving Co.

She holds a Bachelor of Science degree in Industrial Technology from State University of New York College at Buffalo and a master's degree in business administration from Washington University in St. Louis.

Martin serves as the Working Group Chair for the Defense Industry Initiative, a nonpartisan, nonprofit association of U.S. defense companies promoting ethical business conduct.

More about your **EBEF** hosts

Le Cercle d'Éthique des Affaires (CEA) of France

The Cercle d'Éthique des Affaires was founded in 1993 and is the longest serving Ethics and Compliance Association in France. In 2011, its Articles of Association were amended to keep abreast with the evolution of the profession with the goal to become a leading think tank where researchers and practitioners freely exchange on Ethics and Compliance.



The CEA is first and foremost a trusted place where Ethics and Compliance professionals i.e. officers in corporations and organisations come to meet their peers, discuss, benchmark, learn, share, etc. on a confidential basis, in a format especially designed for them –the “Club des Professionnels de l'Éthique” (Ethics and Compliance Professionals Club).

The CEA offers various activities to help strengthen its members' professional practice from “reflecting” on prospective topics, to “learning” about a new law, and “doing” practical case studies in small working groups or conducting specific benchmark and surveys. For example, it recently put together the first French Professional Referential on Ethics and Compliance and adopted its Manifesto for Business Ethics.

The CEA also organizes book reviews with writers in the “Librairie de l'Éthique” (Ethics Book Club). The CEA partners with other organisations such as the IBE and ECI. In 2013, it became the French Chapter of European Business Ethics Network.

It also participates in numerous conferences to constantly strengthen the integration of Ethics and Compliance into managerial decisions.

Thus trying to influence public and private decision-makers in order to reinforce the position of Ethics and Compliance in corporations and organisations.

European Business Ethics Network (EBEN)

The European Business Ethics Network (EBEN) is a membership driven organisation concerned with promoting business ethics education and training as well as improving practices throughout Europe. It was established in 1987 in Brussels and is the only European network focused exclusively on business ethics and business ethics education. EBEN has over 1,100 members representing 40 countries.



EBEN National Networks exist in Germany, Spain, the UK, the Netherlands, Poland, Belgium, France, Turkey, Austria, Greece, Cyprus, Finland, Italy, Israel, Switzerland, Ireland, Ukraine & Scandinavia.

In a dynamic social and political environment, EBEN supports business persons by offering an international network of academically informed competencies in the field of business ethics and related fields such as corporate social responsibility, accountability, and corporate citizenship. It offers an unparalleled arena for exchanging information on business initiatives and best practices.

EBEN's diversity of membership means there are always many varied views within the group about business ethics. EBEN is an inclusive network and accepts plurality of perspectives.

Ethics & Compliance Initiative (ECI) of the United States

The Ethics & Compliance Initiative (ECI) is a non-profit organisation that empowers its members across the globe to operate their businesses at the highest levels of integrity by providing the premier research and best practices, networking and certification opportunities in the industry. Through its membership, ECI represents more than 450 entities across nearly every industry, each dedicated to promoting the highest levels of integrity in organisations worldwide. ECI's more than 1400 members are located in 37 countries on six continents around the globe.



ECI's signature study, the Global Business Ethics Survey® (GBES), which is expanding globally, is the most rigorous study of American employee perceptions of ethics in the workplace. The study has surveyed more than 20,000 employees since its inception in 1994. ECI also offers the most comprehensive survey methods and benchmarks available, enabling companies to measure their program impact against other companies and U.S. national GBES averages.

ECI's membership community connects global practitioners, thought-leaders, academicians and partners by providing in-person and online events, webcasts, best practice groups, presentations and networking opportunities to foster the advancement of the E&C industry.

ECI's certification program (Leading Professional in Ethics and Compliance [LPEC]) is the primary professional E&C designation. LPEC covers all facets of E&C theory and practice, and individuals that pass the LPEC exam and achieve the LPEC designation have proven that they have the skills needed to create and manage an effective E&C program.

ECI is comprised of the Ethics Research Center (ECI), the Ethics & Compliance Association (ECA) and the Ethics & Compliance Certification Institute (ECCI), and is based in Arlington, VA, USA.

Institute of Business Ethics (IBE) of the United Kingdom

The Institute of Business Ethics, whose purpose is to promote high standards of business behaviour based on ethical values, is an important partner to any business wanting to preserve its long-term reputation by doing business in the right way.



For over 30 years, the IBE has advised organisations on how to strengthen their ethical culture by sharing knowledge and good practice, resulting in relationships with employees and stakeholders that are based on trust.

We achieve this by:

- Acting as a critical friend to organisations we work with
- Advising senior business leaders and those with responsibility for developing and embedding corporate ethics policies
- Supporting the development of these policies through networking events, regular publications, research and benchmarking as well as training
- Providing guidance to staff through bespoke training and decision-making tools
- Educating the next generation of business leaders in schools and universities

The IBE is a registered charity funded by corporate and individual subscriptions.



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More information to come on the EBEF website: www.ebef.eu