

2019



**30 January  
– 01 February**

Paris Marriott Opera  
Ambassador Hotel

**EUROPEAN  
Business  
Ethics  
FORUM  
REPORT**

***Sharing Ideas & Successful Practices***



# Meet your **forum hosts**



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# Summary Report 2019

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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# Thursday

31 January

## Forum Welcome

*Dominique Lamoureux | Chair | Cercle d'Éthique des Affaires*

As an introduction, he highlighted three critical points that Ethics and Compliance practitioners should address:

**1. a radical change in the environment;**

Dominique described this change as a sort of Copernican revolution that is challenging traditional orders and perspectives. Once, we all were taught in school about a map where Europe sat majestically in the middle and seemed to dominate the world. Now, the Pacific and major emerging countries are at the centre of the map, while Europe has been pushed to the side. This geopolitical transformation is coupled with major transformation from new technologies, otherwise known as digital transformation. Big Data, Artificial Intelligence and new algorithms are challenging our understanding of the world in a fully interconnected universe. At the same time, we are seeing significant cultural and sociological changes, which are creating new demands from individuals. The 15 years of the digital revolution have empowered the man in the street, who now wants to be master of his own destiny and is no longer willing to entrust it to members of parliament or union representatives. A recent survey in France showed that 64% of citizens no longer trust their parliamentary representatives. 67% don't trust their union representatives and 74% don't trust the media. This illustrates that citizens are no longer willing to believe in those who have made so many promises and not told the truth.

These sociological revolutions come with new hopes and new demands. As humans climb Maslow's pyramid, they express new aspirations. What was tolerable yesterday is no longer acceptable. We are seeing that change in global movements like "#MeToo", and protests like the gilets jaunes - or yellow vests - in France. This phenomenon is challenging our institutions. The temples built nearly three centuries ago by our founding fathers are seeing their foundations shaken and their columns cracked and crumbling. The traditional order has lost its legitimacy. Organisations that took the form of majestic pyramids, with their representative assemblies, multiple commissions and committees and governing bodies, are being challenged. We must not forget that pyramids are also tombs. Sociologists tell us that we are moving from vertical power to horizontal knowledge. All of our traditional governance is being challenged. The global order that our great political leaders tried to build over the course of the last century is being fundamentally called into question. The issues citizens care about today are increasingly global and planetary. Global warming, terrorism, economic crime and major epidemics like AIDS are issues that must no longer be addressed by single nation states but by the planet. But along with globalisation, the world is also facing a "state inflation." When the United Nations was created, the world had 50 states. Now there are 193, most of which are weak, corrupt, ridden with internal crises and driven by conservatism, protectionism and short-term interests. Everywhere, multilateralism is under attack and our international organisations seem powerless to act. The elites and intelligentsia remain silent, because once they reach the height of power, the top of the pyramid, they don't want anyone to find out — like in the fairy tale by Hans Christian Andersen — that the Emperor has no clothes! And they dedicate all of their energy not to creating value but to justifying their own existence. To quote Soren Kierkegaard: "A fire started in a theatre. The clown came out to warn the public; they thought it was a joke and applauded. He repeated it; the acclaim was even greater. I think - said Kierkegaard - that is just how the world will come to an end: to general applause from people believing it is a joke."

**2. the need of new governance for all governmental and non-governmental actors, both private and public, that stems from this new environment;**

Dominique said that it is clear that such revolutions call for new paradigms and new forms of governance. With that in mind, some have expressed the idea that since States can no longer govern the world, why not let companies do it? Companies are powerful, global, rich and often considered effective. Would economic actors not be in a better position to govern the planet? In Dominique's opinion, initiatives such as the OECD Guidelines for Multinational Enterprises, the United Nations' Seventeen Sustainable Development Goals, the different conventions against active corruption, the UK's Modern Slavery Act or the Due Diligence Act in France move in this direction. Legal systems are giving increasing importance to 'soft law' over 'hard law', while our leaders seem to be victims of the dictatorship of emotion and the 'doxocracy', or government by public opinion. All of these initiatives reflect a transfer of competence and responsibility, which are, however, by their very essence, matters of national sovereignty and governance by public powers. This phenomenon is being led by new censors and new legislators in the form of non-governmental organisations, think tanks and complex social media communities. There is no denying their role in denouncing scandals and oppression, but they still remain opaque at times as to their funding and independence. Forms of oversight are changing too. Now it is not the crime that is condemned but the lack of a prevention mechanism. We have gone from fault-based liability to risk-based liability. Due diligence mechanisms have become mandatory for any good management — even though these omnipresent precautionary principles are inherently opposed to the need for every company to take risks. In today's world, Pasteur could never have invented a rabies vaccine, and Neil Armstrong would never have been sent to the moon. While principles of accountability are changing, so are forms of punishment. Beyond civil and criminal sanctions, damaging or undermining one's brand and reputation are new forms of punishment that can turn into weapons of mass destruction. Reputational or image damage is an issue that concerns the entire corporate ecosystem. To increase control of companies, transparency has become the new "deus ex machina". This is proved by the rising numbers of surveys, rankings and other benchmarks — but above all the growing extra-financial reporting requirements of every stakeholder, from administrations to banks to customers and sometimes even suppliers. Dominique pointed out that one wonders if all this disclosure isn't part of the idea that we might indeed trust companies to govern the world, but we cannot trust them completely; only the total transparency of their activities can ensure good business conduct. Without negating the importance of transparency, we must not ignore the legitimate need for a company to protect its technical and commercial expertise. There are two sides to transparency, one of which can be an expression of the worst form of dictatorship. In that regard, whistleblowing is a dream come true, because we can find out everything about a company from its own employees and insiders. Even, if it means - in certain countries - paying the whistleblowers. To push the issue a bit further, Dominique invited the audience to think about the ultimate goal. Is the objective just to report the crimes and misconducts? Or is there some deeper purpose, a push towards the final phase of classical liberalism imagined by Adam Smith and David Ricardo? He provocatively stated that to achieve the optimum state of market supply and demand, we need total transparency — but we also need to eliminate anything that gets in the way, like States, as Dominique mentioned earlier. Some even claim that we should eliminate those emotional, contradictory beings that are humans, and promote transhumanism to create the ultimate avatar of triumphant economic liberalism.

**3. forward thinking about E&C's future missions and actions, in light of the points above.**

Dominique said that people in business must move beyond the fears generated by "post-modernity". Ethics is no longer the Public Relations exercise we once entrusted to the corporate communications department. It is no longer an exercise in risk management entrusted to just the legal or internal control departments. Ethics has become a strategic challenge that involves everyone, in every position and at every level of the company. One of its major priorities is putting men and women back at the centre of governance. Today, everyone must understand the issues and assume the risks. The tone from the top is essential. Leaders must set the example. But they must be supported by the "tone from the middle" and continuously driven by a bottom-up approach. Processes are indispensable. But they call for awareness of the need for disciplined individual behaviour. This approach is at the centre of the ethics of responsibility

promoted by Max Weber. Dominique said that the critical question is no longer about norms, codes or procedures but about the assistance we provide our employees to help them do business. In a volatile, uncertain, complex and ambiguous — a VUCA world, as they say nowadays — what kind of tools have employees been given to help them make ethical decisions? Contradictory instructions like “meet your figures or improve productivity but stay compliant” are no longer admissible. The role of compliance officers is not to threaten and prohibit but to help and assist their colleagues. They don’t create bureaucracy — they facilitate. He encouraged everyone to challenge the Merchants in the Temple who have convinced the boss of the need to protect the company’s senior executives and then roll out old fashioned processes that have not even been adapted to the company’s culture and have proven notoriously ineffective. As an example, after more than 50 years of FCPA processes and 30 years after the OECD Convention, corruption remains endemic around the world, and solicitation and extortion are still threats that companies have to contend with. EBEF provides a unique framework and an ideal forum for corporate practitioners and professionals to come together and discuss how to step up to today’s challenges. To do so, we must think outside the box and overcome our prejudices and stereotypes in order to innovate and create tomorrow’s solutions together. This is our duty during this next two days. To quote Lewis Carroll: “But, said Alice, if the world has absolutely no sense, who’s stopping us from inventing one?”

## Plenary Session

### Vision from the C-level

*Patrice Caine | Chairman and Chief Executive Officer | Thales*

Business ethics and corporate responsibility are key to the relationship of trust Thales has built with its stakeholders. The Group strives to ensure that all of its employees are well aware of the serious legal and financial consequences, as well as the brand reputation damage it could face. Particular attention is paid to laws such as GDPR and Sapin II. The countries in which Thales manufactures systems and equipment for civil and military applications are all signatories of international laws and regulations such as the United Nations Arms trade treaty. Export control procedures and processes are continuously updated.

Thales has been a member of the United Nations Global Compact since 2003 and has integrated its universal principles into its strategy. In 2018, it was the only French Aerospace & Defence Company to successfully submit its Communication on Progress at the Global Compact Advanced level and ranked first in the Dow Jones Sustainability Index (Aerospace & Defence sector). Ethical considerations are placed at the heart of its business.

- Products and solutions are continuously looked at under an ethical lens, as illustrated by Thales' recent positions on ethical AI.
- Thales has developed an environmental approach throughout the entire production cycle with four priorities: reduce the climate footprint, incorporate eco design into product engineering, limit impact of its business on human well-being on the planet and optimise energy consumption.
- To forge balanced long-term relationships with partners and suppliers, Thales involves its purchasing teams from the bid phase to build a sustainable value chain.

Mr. Caine highlighted that ethics needs to be embraced by the entire organisation and that preventing corruption has to be part and parcel of the company's culture if people are to make the right decisions on a daily basis.

New ethical challenges (globalisation, spread of digital technologies) drive Thales to constantly adjust and rethink its ethics program. The ability to demonstrate ethical behaviour at all times also plays a key role in employees' commitment towards Thales and, thanks to equally minded stakeholders, the group can build long-term relationships with customers based on trust.

## Concurrent Facilitated Discussions

### The role of E&C in helping rebuild trust

Facilitator: Jo Gerloch | Ethics and Compliance Advisor | BP

Moderator: Philippa Foster Back | Institute of Business Ethics

Rapporteur: Laura Hague | Mott McDonalds

### What are the necessary qualities and skills of an effective “Ethics Ambassador”?

Facilitator: Emma Sharma | Chief Administrative & Compliance Officer | Valiant Integrated Services

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

Rapporteur: Mike Fink | Valiant Integrated Services

### Managing the ethical values of our supply chain

Facilitators: Roz Bliss | Manager Global Integrity | Northrop Grumman Corporation

Marcel Obeid | Ethics Committee | IKEA

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

Rapporteur: Hazel Spriggs | CJ Clarks

### Coping with issues that arise between E&C and HR departments

Facilitator: Olivia Graham | Ethics Advisor | International Monetary Fund

Moderator: Simon Webley | Institute of Business Ethics

Rapporteur: Guendalina Dondé | Institute of Business Ethics

### Effective E&C surveys

Facilitator: Julie Gershman | Corporate Chief Ethics Officer | Prudential

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

Rapporteur: Daniel Johnson | Institute of Business Ethics

### Personal ethics vs organisational ethics: what's the difference?

Facilitator: Pascal Cescon | Chief Compliance & Ethics Officer | Bank of France

Moderator: Marc Guyot | LBO France

Rapporteur: Guendalina Dondé | Institute of Business Ethics

### Tone from the middle: how do we keep in tune?

Facilitator: Cédric Dubar | Chief Compliance and Ethics Officer | Volvo Cars

Moderator: Ségalène Moignet | Dassault Systèmes

Rapporteur: Roz Bliss | Northrop Grumman Corporation

## Communicating ethical standards within organisations: what works best?

*Facilitator: Steve Kerry | Engagement, Training and Programme Manager, Ethics and Compliance Team | Rolls Royce plc*

*Moderator: Philippa Foster Back | Institute of Business Ethics*

*Rapporteur: Donna Davis | Northrup Grumman Corporation*

### 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:

- You may be in the process of setting the 2019 Objectives and related KPIs for your Ethics & Compliance Department. Would you like to share them?
- During the month of December, the average speed on French roads was 20% higher than in previous months. This is because half the speed cameras were blinded by the Yellow Jackets. Is sanction the best deterrent?
- Employees in organisations with a comprehensive Ethics & Compliance Programme are more likely to have a positive perception of the ability of their manager to promote ethics, but also increased concerns that results are rewarded without considering how they have been achieved.

45% say that their line manager rewards employee who get good results even if they are achieved through ethically questionable practices, compared to 19% of those in organisations that do not have an E&C Programme.

Should we start looking for a new career?

### Forum Dinner

Dinner on Thursday evening was held at the Maison de l'Amerique Latine.

# Friday

01 February

## Plenary Session

### Regulators beyond mere compliance

Renaud Jaune | Deputy Director | Anti-Corruption Agency (AFA)

John Sutherland | Senior Adviser | Financial Conduct Authority (FCA)

Dirk Van Erps | Directorate-General - Competition | European Commission

In this session, representatives of the regulators discuss their approach to ethics and compliance, as well as the role of organisational culture and behaviour in preventing misconduct.

#### Anti-Corruption Agency (AFA)

Renaud's talk was aimed at answering three questions, from the perspective of AFA:

##### 1. Where are we?

AFA is a national service founded in 2017 to promote transparency and prevent corruption. It supports the authorities and individuals in the prevention and detection of corruption, misappropriation of public funds and favouritism. It was founded by the French government to promote compliance with the highest international standards against corruption.

Renaud explained that one of AFA's main objectives is to promote an effective tone from the top in organisations that can drive good compliance and effective anti-corruption policies. He noted that France has chosen not to prosecute companies for 'failure to prevent misconduct', contrary to the UK for example, but enforces a legislation that substantially provides the same result.

Indeed, AFA has an administrative control power enabling it to verify the reality and efficiency of anti-corruption compliance mechanisms implemented, in particular by companies, public sector agencies or local authorities.

Altogether, AFA was assigned to provide council to the actors, in order to help them rally the best international standards as regards anti-corruption. AFA hence has an important role in producing guidelines that comment on statute provisions and help companies and administrations putting them in place. They also provide advisory services for organisations that need to build an anti-corruption programme, as well as specific training. AFA receives no payment for this service, but this activity brings a 'profit on information', since it helps them gather information on the types of difficulties and good practice from the operators themselves.

The cooperation with international and national institutions is key (e.g. DJ, SFO, The World Bank and other regional banks). A representative of AFA sits in French delegations to UNODC, OECD, GRECO and several other international fora. From a regulatory point of view, it is important to promote consistency of international standards and it is necessary to build an anti-corruption programme that is standardised as much as possible.

##### 2. What do we see?

Renaud said that codes of conduct and a map of the ABC risks faced are important tools that can be used by companies, but they need to:

- Be substantial, focusing on clear and practical steps that can have a positive impact on the prevention of corruption in business.
- Include real incentives to cooperate both internally and with the regulators to prevent and address instances of corruption. Since the introduction of the law Sapin II in France, the French Authorities have the capacity to prosecute organisations that violate anti-corruption laws and regulations, even if an organisation has already been prosecuted in the US. Therefore, avoiding double prosecution represents a further incentive for organisations to work with AFA.
- Set the right tone in the middle, engaging with middle managers. Tone from the top is very important, but sometimes not sufficient. Pursuing a ‘tone from the top policy’ should never lead to neglect some good work that can emerge bottom-up in the organisation.

### 3. What do we face?

AFA is an advising regulator so they are bound to go beyond compliance. It is important that they communicate to their stakeholders that they are not just there with a stick to punish those in breach of the law. Their aim going forward is to bring trust between regulators and companies. So AFA discusses with State Agencies and the Civil Society to build up a cooperative framework.

#### **Directorate-General – Competition of the European Commission**

Dirk described the European Commission as the guardians of the Treaty on the European Union. The DG Competition is responsible for establishing and implementing competition policy for the European Union. It has a dual role in antitrust enforcement: an investigative role and a decision-making role. The DG Competition policy areas include the following: antitrust (both in terms of abuse of dominant position and anti-cartel), mergers and state aid - ensuring that government interventions do not distort competition within the EU by selectively benefiting one company over others. He joked that in an ideal world, the work of E&C officers would put him and his colleagues out of work, because compliance is a win-win for companies and society.

He explained that the DG Competition can fine companies up to 10% of their global turnover and, in addition to the financial loss, there is also a significant reputational damage. Therefore, the risks of non-compliance for organisations are significant.

He stressed that prevention is very important. Companies need to bear in mind that one size does not fit all in terms of compliance, but there are some elements that are commonly considered essential for an effective prevention programme (e.g. tone from the top). There are guidelines available for companies on this: the DG Competition prepared a compliance brochure on anti-trust in 2012; ICC has also published good guidance on this topic.

He explained that the European Commission doesn't give fine reductions for the existence of a compliance programme that obviously didn't work because they don't give discounts for trying. Going down that route would mean that they would have to check the quality of such programmes and that would be very difficult.

#### **John Sutherland**

John opened his talk by posing the question: how do you ensure that your company gets to a good place regarding compliance? One of the toughest tasks that an E&C officer can undertake is trying to lead a change of culture. Leadership and culture are key concepts to promote ethical behaviour and, more in general, the success of the organisation. However they are difficult to pin down. John suggested that the concept of leadership could be summarised by the word ‘influence’, whilst culture could be summed up by the word ‘behaviour’. Therefore, leading a culture change means being able to influence a change in behaviour.

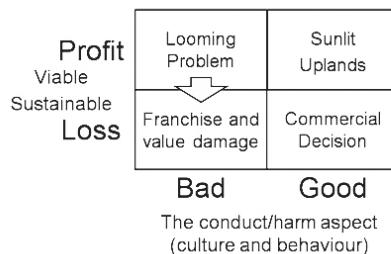
To put this into a framework, he said that the starting point is the stated purpose of an organisation. What would society miss if this organisation didn't exist? If the answer is 'being ripped off', then there is a cultural problem in that organisation. The stated purpose underpins the tone from the top and the behavioural standards expected by employees. To put the purpose in practice it is important to understand what drives behaviour. To achieve the desired behaviour, it is important to control what drives behaviour, John identified four drivers:

- Trustworthiness
- Decision-making
- Communication
- Incentives

John focused on incentives in particular. Usually, what we want a CEO to achieve includes develop a sustainable strategy, improve financial strength and thoughtfully motivate employees. To incentivise this, we have the choice between just salary or salary and a bonus, with the latter being the most common option. The challenge is what triggers the bonus and what are good proxies for the three elements of the role profile? Often, the focus of bonuses is on hitting financial targets, which is not in line with the original expectations we had for the CEO. On this topic, he recommended a paper: Kerr (1975) *On the Folly of Rewarding A While Hoping for B.*

He explained the relationship between profitability and corporate culture by using a diagram:

John highlighted that this is not a static diagram but companies can easily transition from one box to another if they do not invest in supporting their culture, as well as their profitability.



## Concurrent Facilitated Discussions

### How can the E&C Officer make sure the “Ethics Voice” is heard in the business decision making?

*Facilitator: Hazel Spriggs | Chief Compliance Officer | C&J Clarks*

*Moderator: Simon Webley | Institute of Business Ethics*

*Rapporteur: Kamil Sugar | European Investment Bank (EIB)*

### Ensuring anonymity and non-retaliation of those who raise issues

*Facilitators: Celine Garcia | Administrateur Indépendance et Ethique - DQR | Deloitte*

*Carol Lambert | Partner Ethics Conflicts and Governance Leader | Deloitte*

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

*Rapporteur: Steve Kerry | Rolls Royce*

### E&C programme accountability – where does the “buck” stop?

*Facilitators: Ellen Martin | Vice President, Ethics and Business Conduct | The Boeing Company*

*Ruth M.S. Vetter | Director, Ethics and Business Conduct | The Boeing Company*

*Moderator: Philippa Foster Back | Institute of Business Ethics*

*Rapporteur: Andrew Hogg | Total*

## Exploring and resolving the different types of conflict of interest

*Facilitator: Natacha Lesellier | Ethics Programme Director | L'Oréal  
 Moderator: Stéphanie Scouppé | Groupe ADP  
 Rapporteur: Guendalina Dondé | Institute of Business Ethics*

## How do we know our E&C programmes are of genuine use?

*Facilitator: Henri van Elewyck | Group Vice President Ethics, HR Research and Progress | Sodexo  
 Moderator: Philippa Foster Back | Institute of Business Ethics  
 Rapporteur: Natacha Lesellier | L'Oréal*

## Ethical considerations around the use of Artificial Intelligence

*Facilitators: Geneviève Fieux Castagnet | Ethicist | SNCF  
 Damien Goy | Chief Ethics and Compliance Officer | Geodis  
 Moderator: Marie A. Vieitez | Cercle d'Éthique des Affaires (CEA)  
 Rapporteur: Prashant Khera | GSK*

## Millennials and the E&C opportunities

*Facilitators: Thierry Cunzi | Corporate Counsel Europe | Northrop Grumman Corporation  
 Donna Davis | Director, MS Ethics and Compliance | Northrop Grumman Corporation  
 Moderator: Simon Webley | Institute of Business Ethics  
 Rapporteur: Roz Bliss | Northrop Grumman Corporation*

## Protecting reputation: what in practice, comprises an effective E&C risk assessment?

*Facilitator: Laura M R Hague | Group Safety Manager | Mott MacDonald  
 Moderator: Guendalina Dondé | Institute of Business Ethics  
 Rapporteur: Gerhard Hütz | European Investment Bank*

## Plenary Session

### Ethics in a brave new world

*René Villemure | Ethicist, International Speaker, Trend Spotter and President of Ethikos | Ethikos*

René introduced his presentation by saying that ethics has to come from the heart. He holds a philosophy degree and he is specialised in linguistics, which is helpful in order to use language to gain perspective, structure thinking, and express complex ideas clearly. This is important because, quoting George Orwell,  
*"a lesser amount of words narrows the range of thought".*

The world is changing, and so is the role of business in society. What will ethics officers be doing in 10, 15 or 25 years? René stressed that we cannot handle the future with yesterday's solutions and we need to have a prospective look trying to anticipate future turbulences. In this context, he welcomed initiatives such as the AI Montreal declaration, unveiled in December 2018 and aimed at developing an ethical framework for the development and deployment of AI.

Understanding the perspective of new generations, especially millennials, is also very important. The Deloitte's 2018 Millennial Survey says that millennials are less positive about how ethically business behave compared to 10 years ago (48% in 2018 agree that business behaves ethically vs 65% in 2008). It also emerges that they believe that providing societal change should be the purpose of business, not just profit.

However, René pointed out that, over the past 20 years, strategic thinking seems to have been replaced by tactical thinking. He said that it's impossible to predict future developments and the change of paradigm that is happening without a strategy. For example, the world moved from a situation in the early 2000 of fear of privacy being violated to almost no privacy at all. Every move we make and decision we take produces data that are recorded somewhere. In 2018, we are asked to trade privacy for security. It is important that E&C professionals ensure that their company has an ethics strategic planning division to face this change of paradigm.

To describe this brave new world, René used the acronym VULCA (Vulnerability, Uncertainty, Limitations, Complexity, Ambiguity). In a world where the unimaginable is likely to happen and will force us on a road we did not prepare for, how can ethics help build a better company in a better world? Ethics officers are well placed to answer this question.

On average, millennials don't like human interaction, preferring to interact with the world through a screen, and to them individual rights are more important than duty and loyalty to their employer. Therefore, ethics will be one of the main criteria when choosing a company to work for, friends or products to buy. What the company is, what it represents, its ethos and its ethical identity will be increasingly important for the success of an organisation.

In the past, complexity was dealt with by putting more policies in place, but this might not be the most effective approach anymore. We will be required to go back to the heart of what we are trying to achieve with our ethics programme.

Strategic ethics means giving meaning to actions. Ethics is about culture, but too often people put excessive focus on structures instead. According to René, putting structure before culture is a recipe for failure.

René highlighted that it is important to give meaning to the word ethics. To understand how to do this, he started by analysing what a word is: a construction of sound and meaning that allows us to think. On the other hand, buzzwords are sounds without meaning. Sometimes, 'ethical' or 'ethics' can become buzzwords. Values as well sometimes are sounds without meaning and yet they should be the foundation of our ethics programme. If we use fewer words, we will have fewer nuances to complex concepts: it is important that companies explain what they mean with their value words. Respect, for example, can refer to respect of the law or respect for a person and these are very different meanings of the same value word.

In order to give meaning to the word 'ethics' and beat VULCA, René suggested some steps:

1. Set ethical objectives for the future. What ethical identity do you want to achieve in your organisation?
2. Strategic ethics has to become a relationship with your millennial stakeholders.
3. Instead of surveillance, have conversations with your stakeholders. Ethics will enable emotional transfer to the brave new world.
4. Build your ethical capital.
5. When it comes to management and ethics, managerial courage is required. Courage can hardly be taught in theory, it needs to be developed as it only exists in practice. You have the strength, but will you have the heart?

## Looking Ahead: Recent Lessons and New Challenges

To wrap up this years' forum, three senior conference participants were invited to share their highlights of the two days in Paris, as well as the challenges they are expecting to face in 2019.

### *Sandra Middel | Group Compliance Officer | Clariant*

- Sandra said that an important question about the future of E&C is whether it will be digital or human centric.
- She found the conference particularly inspiring also because of the variety of participants' backgrounds. In the past, the vast majority of professionals in the E&C sector used to have a legal background, whilst now the situation has changed.
- She particularly enjoyed the networking opportunities that the conference offered and found that there was a good interaction between the private and public sector.
- She said that one objective of E&C is to be able to have a positive influence on business. Therefore, being able to influence people is a skill that professionals in this field need to develop even more going forward. E&C is increasingly becoming a career path and in Sandra's opinion we should make sure that the next generation of managers is exposed to it.

### *Bonnie Green | Chief Ethics Officer and Director, Ethics Office | World Food Programme*

- Bonnie said she particularly enjoyed the fact that sessions were very practical and that attendees were able to share ideas, learn from each other, sometimes challenge each other and suggest possible solutions for common problems.
- Going forward, she believes that it is important to develop even more the ability to think strategically about ethics and compliance and make sure it is discussed at top level in every organisation.

### *Emma Sharma | Chief Administrative and Compliance Officer | Valiant Integrated Services*

- Emma said that in her opinion what is special about EBEF is the sense of community and the variety of experiences that are in the room.
- She explained that going forward there will be much more focus on people issues in E&C, which she sees as moving away from a purely compliance focus. This emerges clearly from the more recent changes that have happened in this space. As an example, she mentioned the #MeToo movement, which brought to wider attention to the issue of sexual harassment in the workplace. In the future, it is reasonable to foresee a shift of attention from more legal issues such as bribery and corruption to people issues such as bullying.

# Speakers



## Patrice Caine

*Chairman and Chief Executive Officer  
Thales*

Patrice Caine is a graduate of the *École Polytechnique* and the *École des Mines de Paris* and holds the rank of *Ingénieur en Chef of the Corps des Mines*. He began his career in 1992 with the pharmaceutical group Fournier before becoming an adviser on mergers, acquisitions and corporate strategy at Charterhouse Bank Limited in London.

From 1995 to 2000, he held several executive positions in the French administration. From 2000 to 2002, he served as the technical advisor on energy at the cabinet office of the French Minister for the economy, finance and industry.

In 2002, Patrice Caine joined the Thales Group's Strategy department before being appointed to manage the following operating units - Air & Naval, Communication, Navigation & Identification, Air Systems, Radio-communication Products, and Network & Infrastructure Systems and Protection Systems.

In February 2013, he was appointed Senior Executive Vice-President, Chief Operating Officer and Chief Performance Officer and joined the Executive Committee.

Patrice Caine was appointed Chairman and Chief Executive Officer of Thales in December 2014. After being awarded the National Defence Medal, he was named Knight of the National Order of Merit in 2014 and Knight of the Legion of Honour in 2017.



## Renaud Jaune

*Assistant Director  
French Anticorruption Agency  
(AFA)*

Dr. Renaud Jaune is Assistant Director of the French Anticorruption Agency (AFA), where he supervises the division for Advice, Strategic Analysis and International Affairs. Prior to joining the AFA in 2017, Dr. Jaune held various positions within the General Directorate of Public Finance of the Ministry of Budget, where he specialized in international taxation (1999-2017). He also served at the finance section of the Conseil d'Etat, the highest administrative jurisdiction in France (2012-2014).

Dr. Jaune received his doctoral degree in law at the University of Paris Sorbonne. He is a graduate of the French Ecole Nationale d'Administration (ENA).



## John Sutherland

*Senior Adviser  
Financial Conduct Authority  
(FCA)*

John's career spans 44 years in Financial Services. It has included leading major divisions in Payment Services, Retail Branches, Back Office Operations and Technology.

Latterly he has worked for the Bank of England as Senior Adviser in the Special Resolution Unit, Senior Adviser at the FSA, Senior Adviser at the PRA and is now a Senior Adviser at the FCA. He is also a member of the Audit Committee of the European Investment Bank and an Independent Member of the Financial Infrastructure Board at the Bank of England.

In August 2012 he was seconded to the team supporting the Parliamentary Commission on Banking Standards and worked closely with the five Peers and MPs on the Commission.

He is currently mentoring several senior executives and regularly speaks in the UK and abroad on leadership and culture. He is an Honorary Leadership Fellow at the University of Exeter Business School where he studied and achieved both an MBA and an MA in Leadership Studies.



## Dirk Van Erps

*Directorate-General – Competition  
European Commission*

JMr. Van Erps (Belgium, 1963) has been with the Directorate-General for Competition of the European Commission since 1991. During his first 7 years in DG Competition he worked in the antitrust unit dealing with the pharmaceutical, agricultural and consumer good sectors. Thereafter, he joined for almost 3 years the so-called Merger Task Force. From 2001 to 2004, he returned to his original antitrust sectoral unit and became a Deputy Head of Unit.

After a brief spell at the Energy Unit in early 2005, he worked for almost 10 years as a Head of Unit in the Cartels Directorate where he managed several international cartel investigations as well as the Forensic IT and the Inability to Pay teams.

From October 2014 until March 2017, he was the Head of the Antitrust: Pharma and Health Services unit. In that time, new ex officio investigations, including an excessive pricing case, were developed and a 'pay for delay' investigation brought forward.

In April 2017, Dirk opted-out of management and returned to the Cartel Directorate as a Senior Expert. In October 2017, he was appointed as an Adviser to the Deputy Director General for Antitrust and Cartels.

Dirk Van Erps is a lawyer by education. He obtained a law degree at the Catholic University of Leuven in Belgium in 1986. In 1987 he obtained an LL.M. degree in European law from the College of Europe in Bruges, Belgium.



## René Villemure

*Ethicist, International speaker, Trend spotter and President of Ethikos  
Ethikos*

As a professional ethicist since 1998, his perspective is highly sought after by governments, politicians, and executives from large public and private organisations in North America, Europe, and Africa.

Over the years, René Villemure has given more than 675 lectures, taught over 65,000 people in more than 700 organizations around the world, and participated in over 375 media interviews, in French and English.

Visionary, he created such concepts as Ethical Reports©, the Ethical Management Model© the Ethics & Values© method and in 2014, BoardEthics©, a program, which measures the ethical comprehension and awareness of boards members and senior management.

René Villemure is a founding member of Cercle K2, a French think tank, and a member of the Design Decode group.

He recently spoke at the Strategic Forum on Artificial Intelligence, the National Corporate Ethics and Integrity Summit, the Digital Leadership Summit, 20th MEDEF's Summer University, the most prestigious event in the French business community, at the Governor General's Canadian Leadership Conference (GGCLC) and also acted as judge at the United Nations Tax COOP 2017 Forum for Success.

# More about your EBEF hosts



ÉTHIQUE & CONFORMITÉ DES ENTREPRISES

## 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 so as to strengthen the integration of Ethics and Compliance into managerial decisions.**

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 various formats especially designed for them.

The CEA offers various activities to help strengthen its members' professional practice from "reflecting" on prospective topics at "Conférences Prospectives" (Prospective Discussions), to "learning" about a new law, or "doing" practical case studies, or "sharing" by conducting specific benchmarks in small working groups at the "Ateliers Pratiques" (Practical Workshops). The CEA also organises book reviews with writers in the "Librairie de l'Éthique" (Ethics Book Club), and an annual Conference between Academics and Practitioners. The 2019 Conference will be on Ethics & Artificial Intelligence.

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



## Ethics & Compliance Initiative (ECI) of the United States

**The Ethics & Compliance Initiative (ECI) is a best practice community of organizations that are committed to creating and sustaining high quality ethics & compliance programs. With a history dating back to 1922, ECI brings together ethics and compliance professionals and academics from all over the world to share techniques, research and, most of all, exciting new ideas.**

ECI is the leading provider of independent research about workplace integrity, ethical standards, and compliance processes and practices in public and private institutions. Our research includes the long-standing National Business Ethics Survey® (NBES) of workplace conduct in the United States and the more recent Global Business Ethics Survey® (GBES) of workplaces in leading world economies.

ECI assists organizations in building strong cultures and developing High Quality Ethics & Compliance Programs (HQPs) in line with the five pillars identified by an ECI Blue Ribbon Panel. Embracing these pillars as our own operational standard, ECI provides organizations with tools and benchmarking services that enable them to assess the relative strength of their culture and program, identify areas for attention and stay abreast of new developments and best practices.

ECI also supports E&C officers, individual practitioners, academics and thought leaders with a full calendar of educational programming, networking and idea exchange opportunities and professional certification services. Ours is a vibrant and active community of professionals that shares knowledge encourages thoughtful innovation and explores new ideas to help organizations and individuals meet key objectives.

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

## 2019 EBEF Organising Committee

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# London

# 2020

05 - 07 February

*Sharing Ideas & Successful Practices*



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by 31 October 2019 - *Registration will open summer 2019*

More information to come on the EBEF website: [www.ebef.eu](http://www.ebef.eu)