Meet your forum hosts

**Le Cercle d’Éthique des Affaires (CEA)**
Tel: +33 (6) 08 16 26 44  
cea@cercle-ethique.net  
www.cercle-ethique.net

**Ethics & Compliance Initiative (ECI)**
Tel: +1 703 647 2185 (Va.)  
Fax: +1 703 647 2180 (Va.)  
ethics@ethics.org  
www.ethics.org

**Institute of Business Ethics (IBE)**
Tel: +44 (0) 20 7798 6040  
info@ibe.org.uk  
www.ibe.org.uk
Welcome!

Dear colleagues,

Welcome to London and the 2020 European Business Ethics Forum!

This is the 17th year of our Forum which is recognised by many as the best “peers only” place to share ideas and practices.

The agenda includes our traditional mix of plenary sessions to “reflect” and “how-to” breakout sessions.

This year we will open our conference with a Chair to inspire ourselves. In the other three plenary sessions, a panel of professionals will discuss how AI will change the way we work, an academic speaker will discuss managing and measuring the ethical culture of organisations and we have introduced for the first time, a fourth panel discussion to discuss the importance of ethics teams forming strong working relationships with other functions.

You have a choice of 16 breakout sessions to choose from. We hope the menu list will satisfy all appetites for practical learning; from newly appointed practitioners to those highly experienced. The breakouts will run in 4 concurring sequences.

To continue building your network of peers, we will also have dinner together at the Drapers’ Hall.

Should you have any questions or concerns please raise them with one of the Forum organisers listed on page 17.

Finally, to help us continually improve this annual event, please remember to complete the evaluation form you received at registration.

We hope you enjoy the Forum and your stay in London!

With kind regards,

Members of the 2020 EBEF Organising Committee

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We would like to thank and acknowledge the support of our 2020 EBEF sponsors BP and THALES
EBEF is held under

**The Chatham House Rule:**

When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

Quand tout ou partie d’une réunion est soumise à la Chatham House Rule, les participants sont libres d’utiliser les informations recueillies à cette occasion mais ils ne doivent révéler ni l’identité, ni l’affiliation des personnes à l’origine de ces informations. Ils ne peuvent pas non plus révéler l’identité des autres participants à la réunion.

Bei Veranstaltungen (oder Teilen von Veranstaltungen), die unter die Chatham-House-Regel fallen, ist den Teilnehmern die freie Verwendung der erhaltenen Informationen unter der Bedingung gestattet, dass weder die Identität noch die Zugehörigkeit von Rednern oder anderen Teilnehmern preisgegeben werden dürfen.

Wanneer een vergadering, of een deel daarvan, wordt gehouden onder de Chatham House Rule, zijn de deelnemers vrij om de ontvangen informatie te gebruiken, maar noch de identiteit noch de bedrijfsaffiliatie van de spreker, noch die van een andere deelnemer, kunnen worden onthuld.

The rule originated at Chatham House, the home of the Royal Institute of International Affairs in London, with the aim of guaranteeing anonymity to those speaking within its walls in order that better international relations could be achieved. It is now used throughout the world as an aid to free discussion.

It allows people to speak as individuals, and to express views that may not be those of their organisations, and therefore it encourages free discussion. People usually feel more relaxed if they don’t have to worry about their reputation or the implications if they are publicly quoted.

Please note that a report of the forum will be made available to delegates following the event.
Wednesday

05 February

Meet and Greet

18:30 - 20:00
Edward Lobby

The Forum will commence with an informal get together for those who arrive on the Wednesday evening. This is an opportunity to meet the organisers and other delegates in an informal setting.

For a detailed map of the hotel with room locations, see the back cover of this programme

Thursday

06 February

Registration

08:15 - 09:00
Edward Lobby  Breakfast refreshments will be served.

Forum Welcome

09:00 - 09:15
Edward Suite 4 - 7

Plenary Session 1

09:15 - 10:30
Edward Suite 4 - 7

Do senior people get it? Reflections from the Chair

Irene Dorner  Chair  Control Risks

Irene Dorner will bring her experience to bear on discussing this question with us. Leadership and tone from the top are common mantras but she will give her reflections from having held senior roles and now as Chair of a company. What does she look for as evidence her senior team has ‘got it’ and from her peers too, whether when an executive or in the non-executive team she leads. Irene will offer insights and tips for practitioners to learn from.

Refreshment Break

10:30 - 11:00
Edward Lobby
Concurrent Facilitated Discussions

Please choose to attend one of the four concurrent discussions

<table>
<thead>
<tr>
<th>Time</th>
<th>Suite 1 - 2</th>
<th>Suite 3</th>
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<tbody>
<tr>
<td>11:00 - 12:15</td>
<td><strong>Psychological &amp; physical safety: what are the core values of an organisation that can induce an open and safer future and staff well-being?</strong></td>
<td><strong>What are other ways, besides looking at ‘speaking up’ data, of assessing the effectiveness of our ethics programmes?</strong></td>
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<td></td>
<td>*Peter Carden</td>
<td>Group Business Management System and Risk Principal</td>
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<td></td>
<td>Safety is now a common feature of most codes of ethics. The emphasis is currently on physical aspects. But there is a growing awareness that psychological safety is equally important. How can this be applied within organisations?</td>
<td>Senior ethics officers are frequently asked to provide evidence that their departments and staff are contributing to the sustainability and reputation of the business. A lot of the data is negative i.e. what has not happened! What we need to discuss are the measurements of other positive benefits.</td>
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<td><strong>Maintaining an ethical corporate culture throughout a global company</strong></td>
<td><strong>Doing effective ethical due diligence on suppliers</strong></td>
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<tr>
<td></td>
<td>*Nicole Sourgens</td>
<td>Directrice Ethique et Compliance</td>
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<td>When you are a global company operating in different cultures, how can our ethics programme be communicated successfully? If you localize it, do you still have a global programme?</td>
<td>All too often, an organisation can be blamed for unethical behaviour because something unacceptable is happening somewhere in its supply chain. How can we dilute the risk of this happening?</td>
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**Lunch Break**

<table>
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<th>Time</th>
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Concurrent Facilitated Discussions

Please choose to attend one of the four concurrent discussions

**Albert Suite 1 - 2**

13:30 - 14:45

**What are effective ways to train new recruits (anywhere in the world) about corporate ethical standards?**

*Please review the programme addendum for updates.*

Quickly orienting new employees to an organisation’s culture and values is a great E&C risk mitigation strategy. What are the best ways to on-board and train new employees quickly and effectively in ways that lead them to act in ways consistent with the corporate culture?

**Albert Suite 3**

13:30 - 14:45

**Beyond GDPR: lessons learned from the implementation of privacy and data collection policies**

*Please review the programme addendum for updates.*

GDPR has proven to be far-reaching in scope and impact. What have organisations learned in the process of implementing privacy and data collection legislation and what are the practical implications of GDPR for the future of E&C?

**Edward Suite 1 - 2**

13:30 - 14:45

**Harnessing the digitalisation: how a “big” decentralized international company kick-started its portfolio of E&C tools**

*Xavier Hubert | Ethics, Compliance and Privacy Director | ENGIE*

Digitalisation is everywhere including in E&C departments but ENGIE took it to the next level by challenging itself to plan 6 tool launches in a little more than a year. They have a mix of home-made and fully-customized off-the-shelf products, from risk-mapping to integrated reporting, without forgetting the “consultants” vetting and incident management tools, some being used by the E&C network only, others by employees which obviously requires more communication and training efforts. And this is just a start as their next step will be towards AI tools...

**Edward Suite 3**

13:30 - 14:45

**Applying values and ethics in the public and international humanitarian sector**

*Myriam Baele | Senior Advisor, Ethics Office | United Nations High Commissioner for Refugees*

*Helmut Buss | Director, Ethics Office | United Nations High Commissioner for Refugees*

Working on the basis of core values is as important in the public sector as it is in the private area. Sharing experiences of making this more than just a written reminder helps to maintain the integrity, efficiency, reputation and attract and retain quality employees.
Thursday

06 February continued

Refreshment Break
14:45 - 15:15
Edward Lobby

Plenary Session 2
15:15 - 16:30
Edward Suite 4 - 7

How will the growing use of Artificial Intelligence (AI) change the way organisation’s work? What will be Ethics and Compliance role in this?

Natacha Lesellier | VP - Ethics Programs | L’ORÉAL
Nicolas Miailhe | Co-founder & President | The Future Society

Companies will come together to talk about how they have been looking at AI and how they are using it in their daily activities. They will also discuss the ethical issues and what should be the ethical standard of AI.

Networking
16:30
Edward Lobby

Join us to meet your fellow attendees over tea and coffee. We would especially love to meet those who are attending for the first time.

Reception & Dinner
18:30 - 18:45
Meet in Hotel Lobby
Buses depart the hotel for the Drapers’ Hall at 18:45.

19:30 - 22:15
Drapers’ Hall Reception and Dinner

22:15 - 23:00
Buses depart the Drapers’ Hall at 22:15

See page 11 for more about the reception and dinner
Refreshments

08:30 - 09:00
Edward Lobby

Plenary Session 3

09:00 - 10:15
Edward Suite 4 - 7

Managing and measuring the ethical culture of organisations: pitfalls and lessons

Muel Kaptein | Professor of Business Ethics and Integrity Management | RSM Erasmus University Rotterdam, The Netherlands

Managing and measuring the ethical culture of organisations is nowadays high on the agenda of boards as well as ethics & compliance officers. Also regulators and auditors are focusing more on assessing and auditing the ethical culture of organisations. But that is easier said than done. In this session a model of the corporate ethical culture is presented, which is based on extensive academic research by Muel. Muel will also show how this model is currently used by many organisations to measure and manage their ethical culture, and what we can learn from them.

Refreshment Break

10:15 - 10:45
Edward Lobby

Concurrent Facilitated Discussions

Please choose to attend one of the four concurrent discussions

10:45 - 12:00
Albert Suite 1 - 2

In handling claims of harassment, how can fairness be seen to be maintained?

Rebekah Coleman | Group Head, Ethics & Compliance | Johnson Matthey
Philippa Kramer | HR Director for JM Corporate and a member of JM's Ethics Panel | Johnson Matthey

Claims of harassment made by employees are one of the most common issues that are spoken up about. Responses are (sadly) not often seen as adequate or result in any sustained change. Why? What needs to be done when you cannot establish what really happened?
Friday

**07 February** continued

Concurrent Facilitated Discussions continued

**10:45 - 12:00**

*Albert Suite 3*

**Identifying your corporate approach to human rights**

*Tanja Craig | Senior Manager, Corporate Compliance | OSI Systems*

*Sandra Middel | Group Compliance Officer | Clariant*

Defining and identifying human rights in your organisation will vary because of your business model and values. What is right for you, your supply chain and operations? Hear some case studies from our facilitators and join the discussion.

**10:45 - 12:00**

*Edward Suite 1 - 2*

**How can ethics officers use data analytics to draw more rigorous compliance insights?**

*Norman Good | Sr. Director, Ethics and Business Conduct and Corporate Investigations | The Boeing Company*

*Eugene Soltes | Jakurski Family Associate Professor of Business Administration | Harvard Business School*

The collection of data both within and outside organisations is expanding at an ever increasing rate. Modern ethics and compliance programmes not only manage vast amounts of data, but should also consider leveraging data in a proactive way by illuminating opportunities to enhance compliance efforts, and drive insights into where organisations can allocate resources to effectively manage and mitigate risks. In a live-demo with simulated data, we will explore how disparate sources of data can be used to draw more rigorous and refined compliance insights.

**10:45 - 12:00**

*Edward Suite 3*

**Maintaining values in performance management: coping with competitive pressures**

*Stéphanie Scouppe | Head of Ethics | ADP GROUP*

Maintaining ethical standards can be a real challenge for middle management. Temptation to cut corners to meet your numbers is real. What needs to be done to reduce this temptation?

**Lunch Break**

**12:00 - 13:15**

*Edward Lobby*
Concurrent Facilitated Discussions
Please choose to attend one of the four concurrent discussions

13:15 - 14:30  
**Albert Suite 1 - 2**

**What are the conditions that really help to make ethics ambassadors effective?**

*Please review the programme addendum for updates.*

Ethics ambassadors, whether full or part-time, can extend the reach of the ethics and compliance team. How do we create the conditions under which ethics ambassadors thrive and contribute unique value to an E&C programme and its key stakeholders?

13:15 - 14:30  
**Albert Suite 3**

**Getting senior management to commit to ethics programmes in all corporate locations**

*Olivia Graham | Ethics Advisor | International Monetary Fund*

Leaders play a key role in promoting ethics programmes and this can be challenging to achieve in both domestic and remote operations. How can we most effectively assist senior leaders to create and sustain a strong ethics programme?

13:15 - 14:30  
**Edward Suite 1 - 2**

**‘Speak Up/Listen Up’: how to maximise staff engagement in creating an open culture**

*Natacha Lesellier | VP - Ethics Programs | L’ORÉAL*

Data shows that a lot of questionable decisions (and actions) are made at all levels in most organisations. Some lead to reputation crises. The more open the culture, the less likely these are to happen. Enhancing an open culture is really important.

13:15 - 14:30  
**Edward Suite 3**

**Chief Ethics Officer (and function) independence in difficult times**

*Yvonne Hilist | Ethics & Compliance Officer | VEON*

A Chief Ethics Officer must have independence and authority to speak directly to the Chief Executive and/or board when a situation warrants. How do you get it if you don’t have it? How do you preserve it? When do you use it? What to do if independence/authority has been undermined?
Plenary Session 4

Making connections: importance of ethics teams forming strong working relationships with other functions (HR, Legal, Audit, Risks, etc)?

Andrew Hogg  |  Deputy Chair, Group Ethics Committee  |  TOTAL S.A.
Matthias Klein  |  Audit Director  |  Faurecia
Dominique Lamoureux  |  President  |  Cercle d’Éthique des Affaires

The Ethics Team does not operate in isolation in an organisation, it cannot do so. It needs to be able to cultivate working relationships with many other functions – in order to be effective, indeed for them all to be effective. Influencing and diplomatic skills are necessary to create the best working environments, whether liaising with business managers who are more engaged with chasing targets; liaising with internal audit about introducing culture audits; working with legal and compliance to develop the right mindset for doing the right thing; or working with HR, talent, learning and development to instil the right skills and working environment for all to prosper. Learn from those who have developed and made these connections.

Looking Ahead

Recent lessons and new challenges

To wrap up, a panel of experienced E&C practitioners will share their highlights and “takeaways” from this year’s forum. Key topics and challenges that are likely to dominate E&C in the coming year will be presented.

Forum Closing

Refreshments
Reception & Dinner

06 February 19:30 - 22:15 (dinner served at 20:15)

Drapers’ Hall

Throgmorton Street,
London, EC2N 2AN

How to get there
Please wait in the hotel lobby from 18:30, buses will leave the hotel at 18:45 sharp.

Buses will leave the Drapers’ Hall at 22:15.

Attire
The dress code for this event is smart casual.

Guests to Drapers’ Hall are not required to wear a tie.

Reservations & Seating
No separate reservation is required however if you have told us that you do not wish to attend and would now like to please let a member of the organising committee know, this event is included in the forum registration. The reception will start at 19:30 with dinner to follow at 20:15. Dinner is open seating.
Speakers

Irene Dorner

Chair
Control Risks

Irene was appointed Chair of Control Risks, the global risk consultancy in 2017. She also sits on the Boards of Axa and Rolls Royce as an independent director. Until the acquisition by CYBG Irene was Chair of Virgin Money. She is the Chair elect of Taylor Wimpey and will take up that role early in 2020.

Graduating from St. Anne’s College, Oxford in 1976 with a BA in Jurisprudence, Irene joined the banking industry in 1979 after practising as a Barrister at Law in London. In 1992, she moved from her role as Head of Legal in the investment banking arm of HSBC into a variety of business and support roles within HSBC in the Commercial, Retail and Investment businesses. She was appointed Deputy Chairman and CEO of HSBC Bank Malaysia in 2007 then CEO and President of HSBC USA in 2010 and Group Managing Director of HSBC Holdings until retiring from the role in 2014. In 2012 Irene was named Most Powerful Woman in Banking by American Banker and she was recognised with American Banker’s Lifetime Achievement Award in 2014.

Irene is on the Board of the South East Asia Rainforest Research. She is an Honorary Fellow of St Anne’s College Oxford and chairs their Development Board.

Natacha Lesellier

VP - Ethics Programs
L’ORÉAL

After a legal career in France and the United Kingdom, Natacha Lesellier joined L’ORÉAL in 2001 as International Human Resources Senior Counsel. Since 2007, she is responsible for L’ORÉAL’s Ethics Program (communication, training, policy-making and handling L’OREAL’s Speak Up whistleblowing line, Ethics Correspondent Network), reporting to Emmanuel Lulin, L’OREAL’s Chief Ethics Officer.

Natacha Lesellier was short-listed in 2014 for Compliance Officer of the Year by Women in Compliance. She helped set up “Pratiques Ethiques”, an exchange forum for leading Ethics and Compliance Professionals of leading French multinationals.

Nicolas Miallhe

Co-founder & President
The Future Society

Nicolas Miallhe co-founded The Future Society in 2014 and incubated it at the Harvard Kennedy School of Government. An independent think-and-do-tank, The Future Society specializes in questions of impact and governance of emerging technologies, starting with Artificial Intelligence through its “AI Initiative” launched in 2015. A recognized strategist, thought-leader, and implementer, Nicolas has lectured around the world, and advises multinationals, governments and international organizations. He is the co-Convener of the AI Civic Forum (AICF) organized in partnership with UNESCO and Mila, and of the Global Governance of AI Roundtable (GGAR) organized yearly during the World Government Summit in Dubai. He is also a Steering Committee member of the AI Commons partnership, a member of the AI Group of experts at OECD (AIGO), of the World Bank’s Digital Economy for All Initiative (DE4ALL), and of the Global Council on Extended Intelligence (CXI).

Nicolas teaches at the Paris School of International Affairs (Sciences Po), at the IE School of Global and Public Affairs in Madrid, and at the Mohammed bin Rashid School of Government in Dubai. He is also a member of three committees of the IEEE Global Initiative on Ethically Aligned Design of Autonomous & Intelligent Systems, a Senior Research Associate with the Program on Science, Technology and Society at Harvard, and a Fellow with the Center for the Governance of Change at IE Business School in Madrid.
Muel Kaptein

Professor of Business Ethics and Integrity Management
RSM Erasmus University Rotterdam, The Netherlands

Muel Kaptein is a Professor of Business Ethics and Integrity Management at the RSM Erasmus University Rotterdam, The Netherlands.

He is also a partner at KPMG Integrity & Compliance where he and his team support clients in developing and assessing their integrity and compliance. Muel co-founded KPMG Integrity & Compliance in 1996.

Muel is author of eight books and 50 scientific articles. Muel has developed multiple models and tools to develop and measure the ethics of organisations.

Andrew Hogg

Deputy Chair, Group Ethics Committee
Total S.A.

As Deputy to the Chairman of the Group Ethics Committee, Hogg works with senior leaders and employees to help them make the right ethical decisions. Via a global network of ethics officers, he promotes Total’s business ethics policies, working across a wide range of cultural and professional contexts. He also ensures the practical application of the principles and values of the Group Code of Conduct through managing ethics communication, assessment and alert programs worldwide.

He has led change management projects since 1997 in a variety of contexts including company & trade association reorganisations, merger and acquisitions, re-branding and in 2017-2018 as Communication, Culture & Change Management lead during the Total-Maersk Oil integration. As Total Group Director of Education from 2015-2017 he was responsible for setting strategy and delivery of Total’s global higher education policy whilst building the Group’s reputation as an employer of choice. Between 2013-2015 he was Vice President for HR & Communications for Total E&P Canada, based in Calgary. From 2007 to 2013, he was Vice-President, Communications for Total Exploration & Production globally. He joined Total in 2003 as Public Affairs & Corporate Communications Manager for the UK.

Matthias Klein

Audit Director
Faurecia

Matthias Klein became Group Internal Audit Director of Fraud and Task Force at Faurecia on April 1, 2019.

In this role, he is responsible for investigations of serious and complex fraud cases as well as special engagements. Prior to this role, he was Group Internal Audit Director for Eastern Europe at Faurecia and was responsible for all internal audit activities in this region.

Before joining Faurecia, Matthias served as Head of Corporate Audit for Greater China at SAP. In this role, he managed fraud investigations and operational audits in Greater China. Previously, he established the internal audit function for one of SAP’s subsidiaries.

Preceding his time at SAP, Matthias served as the Head of Corporate Audit for the commercial vehicles division of MAN. In this role, he was responsible for internal audit activities within the commercial vehicles and financial services divisions.

Prior to joining MAN, Matthias worked in the semiconductor industry as Internal Audit Manager at AMD. He began his career with DaimlerChrysler Financial Services as a Financial Analyst.

Matthias received his B.A. from Manchester Metropolitan University, UK. He also holds Master degrees from Ecole Supérieure de Commerce, Montpellier, France and from Europa-Universität Viadrina, Frankfurt (Oder), Germany.
Dominique Lamoureux

President

Cercle d'Éthique des Affaires

Dominique Lamoureux, an international ethics expert, has chaired since 2017 the French association the Cercle d’Éthique des Affaires. From 1994 to 2005 he was General Secretary of Thales International and from 2005 to 2019, Vice President, Ethics and Corporate Responsibility for Thales, a global technology leader in Aerospace, Transport, Defence and Security markets with reported sales of 19bn in 2018.

He is member of the Board of the French Institute for Higher National Defence Studies (Institut des Hautes Etudes de Défense Nationale - IHEDN) and the Strategic Council of the French Anticorruption Agency.

He has systemically been deeply involved in numerous international governmental and business organisations, thereby monitoring the emergence of new industry standards and best practices in economic and strategic intelligence, as well as the prevention of corruption.

He is a member of the “Corporate Responsibility & Anti-Corruption” committee of the International Chamber of Commerce (ICC) and chairs the French Chapter. He is also a member of several commissions for the French business confederation (MEDEF). He is Vice-Chairman of the Association des Auditeurs en Intelligence Economique de l’IHEDN and an Officer of the French Legion of Honour and of National Order of the Merit.
Please join us for the 2021 EBEF!

Amsterdam Marriott Hotel

03 – 05 February

Sharing Ideas & Successful Practices

Take advantage of early-bird pricing

2021 EBEF early-bird pricing announced Summer 2020

More information to come on the EBEF website: www.ebef.eu
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 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 was on Ethics & Artificial Intelligence.

In 2019, the CEA also launched the Generation Ethics Initiative where junior Ethics and Compliance professionals meet to grow their network and share their fresh views on the profession.

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.
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 (Company Number 11594672 and Charity Number 1180741) supported by businesses and individuals making a donation to the Institute.
# AGENDA at a Glance

## Wednesday 05 February

**18:30 - 20:00**  
**Edward Lobby**  
Meet and Greet

## Thursday 06 February

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Do senior people get it? Reflections from the Chair |
| 10:30 - 11:00 | Edward Lobby              | Refreshment Break                                                     |
| 11:00 - 12:15 | Albert & Edward Suites    | Concurrent Facilitated Discussions                                   |
| 12:15 - 13:30 | Edward Lobby              | Lunch Break                                                           |
| 13:30 - 14:45 | Albert & Edward Suites    | Concurrent Facilitated Discussions                                   |
| 14:45 - 15:15 | Edward Lobby              | Refreshment Break                                                     |
| 15:15 - 16:30 | Edward Suite 4 - 7        | Plenary Session 2  
How will the growing use of Artificial Intelligence (AI) change the way organisation's work? What will be Ethics and Compliance role in this? |
| 16:30         | Edward Lobby              | Networking                                                            |
| 18:30 - 18:45 | Hotel Lobby               | Buses depart hotel 18:45                                              |
| 19:30 - 22:15 | Drapers' Hall             | Reception and Dinner                                                  |
| 22:15 - 23:00 | Drapers' Hall             | Buses return to hotel at 22:15                                        |

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| 09:00 - 10:15 | Edward Suite 4 - 7        | Plenary Session 3  
Managing and measuring the ethical culture of organisations: pitfalls and lessons |
| 10:15 - 10:45 | Edward Lobby              | Refreshment Break                                                     |
| 10:45 - 12:00 | Albert & Edward Suites    | Concurrent Facilitated Discussions                                   |
| 12:00 - 13:15 | Edward Lobby              | Lunch Break                                                           |
| 13:15 - 14:30 | Albert & Edward Suites    | Concurrent Facilitated Discussions                                   |
| 14:30 - 15:30 | Edward Suite 4 - 7        | Plenary Session 4  
Making connections                                                     |
| 15:30 - 15:50 | Edward Suite 4 - 7        | Looking Ahead                                                         |
| 15:50 - 16:00 | Edward Suite 4 - 7        | Forum Closing                                                         |
| 16:00         | Edward Lobby              | Refreshments                                                         |

### HOTEL

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