

2021



02 - 04 February
virtual event

EUROPEAN Business Ethics FORUM

Sharing Ideas & Successful Practices



Meet your **forum hosts**



ÉTHIQUE & CONFORMITÉ DES ENTREPRISES

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Welcome!

Dear colleagues,

Welcome to the 2021 European Business Ethics Forum!

This is the 18th annual Forum, which is recognized by many global ethics & compliance leaders as the best place for peers and colleagues to share ideas, best practices and insight. While we hoped we would be meeting all of you in Amsterdam, we have worked hard to ensure that the virtual experience provides just as much value as the in-person event. We are excited to meet you all virtually!

The focus of this year's programme takes a holistic look not only at some of the ongoing trends in E&C, such as new innovations in training, E&C program design and monitorships, but also on new developments in the ways in which E&C leaders do their work in light of the COVID-19 pandemic.

Through a mix of traditional plenary-style sessions and interactive, engaging breakout sessions, EBEF provides a truly unique experience and promises that you come away with innovative, tangible ideas that can help you improve the efforts of your program and further illustrate the value that E&C as a function provides to organisations.

Each of our 3 plenary sessions and 12 breakout sessions are facilitated by leading experts in their fields and forward-thinking E&C innovators that have both the practical experience to give useful advice, as well as provide necessary context into how today's E&C trends affect tomorrow's organisations.

In addition, EBEF provides several face-to-face networking opportunities. These informal Meet and Greet events are the perfect way to introduce yourself to colleagues across the globe and meet those who share in the same challenges and experiences that you do every day.

Please refer to the EBEF Toolkit page found in your welcome email, or by [clicking this link](#) (password: EBEF2020), to access meeting links and Meet and Greet details.

Finally, please take a moment at the conclusion of the event to fill out the evaluation survey. We consider all feedback in developing future programmes that provide the most value to you.

We are excited to kick-off this year's EBEF and we look forward to seeing you all, virtually, soon!

Sincerely,

Members of the 2021 EBEF Organising Committee

EUROPEAN Business Ethics FORUM

02 – 04 February
2021

Virtual Event

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We would like to thank and acknowledge the support of our 2021 EBEF sponsor, Eli Lilly and Company



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 bedrijfsaffilatie van de spreker, noch die van een 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.

Detailed Daily Agenda 2021

Tuesday

02 February

13:00 | 14:00 | 08:00
GMT CET ET

Meet and Greet

[Join the Meet and Greet Zoom Room](#)

Before the Forum begins each day, attendees are invited for an informal get-together.

13:30 | 14:30 | 08:30
GMT CET ET

Forum Welcome

[Join the Welcome & Plenary 1](#)

Patricia J. Harned, PhD | Chief Executive Officer | Ethics and Compliance Initiative (ECII)
Dominique Lamoureux | President | Cercle d'Ethique des Affaires (CEA)
Dr. Ian Peters, MBE | Director | Institute of Business Ethics (IBE)

14:00 | 15:00 | 09:00
GMT CET ET

Plenary Session 1 *(same room/link as the Welcome above)*

Building Successful Board Training Programs Under Monitorship: Is Your Program Effective?

Vincent L. DiCianni, Esq. | President | Affiliated Monitors, Inc.

Eric R. Feldman | Senior Vice President & Managing Director, Corporate Ethics & Compliance Programs | Affiliated Monitors, Inc.

Increasingly, independent compliance monitors are brought in to corporations, either voluntarily or as a condition of settlement in an enforcement matter. The scope of a monitorship can be wide-reaching, ranging from reviews of specific compliance practices to oversight of board education. An effective company/monitor relationship can result in stronger internal systems to prevent and detect misconduct.

- What are the qualities of an effective monitor relationship?
- What does it take to become an effective monitor and earn the trust of both the regulators and the regulated?
- What do monitors consider to be effective Board training programs on E&C?

15:00 | 16:00 | 10:00
GMT CET ET

Break

Tuesday, continued

15:05 | 16:05 | 10:05
GMT CET ET

Concurrent Facilitated Discussions

Please choose to attend one of the two concurrent discussions

Join Facilitated Session 1

Can E&C Departments Really Work Effectively as One Unit?

Paul Hockley | Group Ethics & Compliance Officer | Mott MacDonald

It's commonly agreed that ethics begins where the law ends. However, the distinction is rarely this binary. The governance of ethics in organisations is a key and growing topic, and there is also a growing trend of Ethics and Compliance departments coming together as a single E&C function. But is this the best way to do it?

Come and hear from Mott MacDonald in this session who will share their journey of getting board-level buy in for a combined E&C function and starting to build a function which seeks to promote the values of the organisation.

Join Facilitated Session 2

The Ethics Design Sprint: Applying Design Thinking to Develop an Engaging Ethical Culture

Carsten Tams | Ethicist, Author, Senior Advisor | Harvard University, Forbes, Ethics & Compliance Initiative

In this session, participants will learn about Design Thinking, an approach used by leading companies, from Apple to Lego, to create innovative products and services customers love to engage with. E&C practitioners can use this same approach to make their E&C programs more engaging and effective. This session will describe principles at the heart of Design Thinking (Human-Centered Design, Co-Creation) as well as the design process and key methods. Participants will also learn how they can use Design Sprints to quickly design a more engaging code, training module, or speak-up website. In an interactive exercise, participants will experience hands-on how they can apply this concept and leave the session with actionable ideas for developing a more engaging ethical culture.

16:05 | 17:05 | 11:05
GMT CET ET

Break

16:15 | 17:15 | 11:15
GMT CET ET

Concurrent Facilitated Discussions

Please choose to attend one of the two concurrent discussions

Join Facilitated Session 3

Lessons Learned: The Effect of the Remote Work Environment on E&C

Saubiya Kidwai | Senior Director, R&D Global Ethics & Compliance | GlaxoSmithKline
Alicia Olmstead | Global Ethics & Compliance Consultant | Dell Technologies

The COVID-19 pandemic upended the ways in which we define "the workplace". Almost a year later, we now have a better understanding of the impact of the shift to remote work on E&C programs and workplaces around the world. This session explores the impact of remote work on strategy, risk management, culture, speak-up climate and processes and accountability. How are today's leading E&C programs addressing new risks that have emerged in the remote environment, such as cybersecurity, training and investigations?

Tuesday, continued

Tuesday

02 February continued**Join Facilitated Session 4****How Is An Ethical Culture Monitored and Measured? Is It Different for Different Cultures?**

David Best | Managing Director, EMEA Deputy Chief Operating Officer | Morgan Stanley

How do you measure something as nebulous as culture, and in particular whether a culture is ethical or not?

As culture relates to ‘the way things are done around here’, there is a wealth of data already available in pre-existing management information: quantitative data can be sourced from staff surveys, training completion rates, code download analytics, ‘Speak-up’ numbers, etc. Supportive qualitative information can also be sourced.

A number of financial institutions in the UK have signed up to participating in an annual external, independent assessment of their culture through the Banking Standards Board.

Join this session to hear how Morgan Stanley uses various data points, to triangulate data and gather deeper insights into the Firm’s culture in EMEA.

17:15 | 18:15 | 12:15
GMT CET ET

Break

17:20 | 18:20 | 12:20
GMT CET ET

Sessions Wrap Up**Join Wrap Up**

Join today's speakers and moderators as they share highlights, lessons learned and report out on findings from today's sessions.

17:50 | 18:50 | 12:50
GMT CET ET

Virtual Reception / Networking

(*same room/link as the Sessions Wrap Up above*)

Stay for the Forum's (virtual) networking reception and network with colleagues.



Wednesday

03 February

13:00 | 14:00 | 08:00
GMT CET ET

Meet and Greet

Join the Meet and Greet Room

Before the Forum begins each day, attendees are invited for an informal get-together.

13:30 | 14:30 | 08:30
GMT CET ET

Day Two Welcome & Housekeeping

Join the Day Two Welcome

Dr. Ian Peters, MBE | Director | Institute of Business Ethics (IBE)

13:45 | 14:45 | 08:45
GMT CET ET

Concurrent Facilitated Discussions

Please choose to attend one of the two concurrent discussions

Join Facilitated Session 5

Sustaining Ethical Values in Applied Artificial Intelligence

Doug Dunham | Director of Ethics and Business Conduct | Lockheed Martin Missiles and Fire Control
Blair Marks | Vice President, Ethics and Business Conduct | Lockheed Martin Corporation

Artificial intelligence and machine learning are becoming widely embraced by organisations across nearly all industries. This session explores the ethical implications of artificial intelligence, the risks associated with its implementation and the principles you can embed to ensure ethical AI. We'll also take a closer look at how Transparency, Business Strategy, Trust, Privacy, Security and Social Impact should be embedded into AI applications and processes at every stage of the product lifecycle in order to sustain the public's trust in AI systems.

Join Facilitated Session 6

Corporate Purpose and the Role of Business Ethics

Stéphanie Scouppé | Chief Ethics Officer Group | Aéroports de Paris

Beyond CSR, the question of the corporate purpose of companies is being asked. It entails a change of paradigm but is still often difficult to see what the E&C role is. Where do the corporate values fit in? How do they support the other functions?

14:45 | 15:45 | 09:45
GMT CET ET

Break

Wednesday, continued

14:50 | 15:50 | 09:50
GMT CET ET

Concurrent Facilitated Discussions

Please choose to attend one of the two concurrent discussions

Join Facilitated Session 7

Innovations To Make E&C Training More Effective

Amanda Bunten | Director of Behavioural Ethics | GSK

Matt Rand | Behavioural Scientist | GSK

Training is a fundamental part of a successful ethics and compliance programme. But do we really know how effective our training is? Are there simple ways we could be improving our training?

There has been quite a focus on how to engage the learner in ethics and compliance training but are we really designing training to effectively drive the ‘right’ behaviours in our organisations? There are now many examples of the ways in which E&C leaders are innovating their training, to the extent that some training interventions may not actually look or feel like formal training at all. But how do we ensure our training is both effective and engaging?

During this session we will explore how we can incorporate behavioural science into our learning journey, to design, implement and evaluate our training to demonstrate effectiveness.

Join Facilitated Session 8

How Can I Encourage My CEO and Senior Management to Support the Ethics Programme?

Nicole Sourgens | Group Ethics & Compliance Officer | Eramet

The support of top management, first and foremost the CEO, is necessary to ensure the effectiveness of any E&C program. In this respect, how to develop a relationship of trust with the CEO? How to make him or her an ally? How to determine how often and on what subjects to involve him/her without becoming intrusive?

15:50 | 16:50 | 10:50
GMT CET ET

Break

16:00 | 17:00 | 11:00
GMT CET ET

Plenary Session 2 Join Plenary 2

Why We Cannot Measure

Thomas Donaldson | Mark O. Winkelmann Professor | Wharton School of the University of Pennsylvania

I have often seen the anguish of ethics and compliance professionals when their management asks: “How do we know that this works?” “How do we know it is worth the time and money?”.

The measurements that are used are generally inadequate in capturing real success, yet not measuring at all is self-defeating. Why, then, is it so difficult to measure the success of ethics and compliance initiatives?

Four barriers can be identified:

1. Faulty conceptual models;
2. Outdated interpretations of corporate purpose;
3. Digital and data inadequacies; and
4. Legal barriers.

I will offer tentative suggestions for dealing with each of the above barriers.

D E T A I L E D D A I L Y A G E N D A

Wednesday, continued

17:00 | 18:00 | 12:00
GMT CET ET

Break

17:05 | 18:05 | 12:05
GMT CET ET

Speed Sharing

[Join Speed Sharing and Sessions Wrap Up](#)

Meet your fellow attendees and engage in a dialogue about emerging issues in E&C. Using pre-set questions and random breakout rooms, this will be a fun and engaging way to exchange ideas.

18:05 | 19:05 | 13:05
GMT CET ET

Sessions Wrap Up

(same room/link as the Sessions Wrap Up above)

Join today's speakers and moderators as they share highlights, lessons learned and report out on findings from today's sessions.

Thursday

04 February

13:00 | 14:00 | 08:00
GMT CET ET

Meet and Greet

[Join the Meet and Greet Zoom Room](#)

Before the Forum begins each day, attendees are invited for an informal get-together.

13:30 | 14:30 | 08:30
GMT CET ET

Day Two Welcome & Housekeeping

[Join the Forum Welcome & Plenary 3](#)

Dominique Lamourey | President | Cercle d'Ethique des Affaires

13:45 | 14:45 | 08:45
GMT CET ET

Plenary Session 3 *(same room/link as the Welcome above)*

Human rights in your supply chain: How to best deal with the different risks?

Emmanuel Bloch | Chief CSR Officer | THALES

Estelle Gabillet | Deputy Ethics, Compliance & Privacy Officer | ENGIE

Nathalie Komatitsch | Head of Human Rights | TOTAL

In a globalized economy, multinational companies are exposed to risks of human rights violations throughout their supply chain operations.

Recommendation of the UN Global Compact which become a legal obligation in Great Britain and France, means that the management of the risk of human rights violations in the supply chain is becoming a subject of compliance in its own right.

What methodology can be adopted to deal with this? How to work on this subject with the purchasing function? How to integrate it into an organisation's CSR policy?

14:45 | 15:45 | 09:45
GMT CET ET

Break

14:50 | 15:50 | 09:50
GMT CET ET

Concurrent Facilitated Discussions

Please choose to attend one of the two concurrent discussions

[Join Facilitated Session 9](#)

Screening Tools - Screening Results

Benoit Mercier | Global Compliance Officer | Dassault Systèmes

Software tools for due diligence have become indispensable in the exercise of the E&C function. Despite the significant help they provide, it is still sometimes difficult to know how to use them in the best possible way. Between false positives and alarming adverse media. How can you use these effectively?

Thursday, continued

Join Facilitated Session 10**Resolving Issues Raised When Someone Speaks Up**

Simon Hood | Head of Litigation & Investigations | NatWest Group

Andy Noble | Head of Whistleblowing, Speak Up & Complaints Policy | NatWest Group

Andy Smith | Managing Investigator | NatWest Group

Speak up initiatives are proliferating and organisations are doing many good things to promote speak up cultures where employees (and others) feel free to voice their concerns about misconduct. The EU Whistleblowing Directive and other global legislations have also provided frameworks for organisations to consider the breadth and depth of their speak up arrangements and make sure they remain fit for purpose. But with the growing encouragement and mechanisms for raising and capturing concerns, are we still able to deal with them appropriately? Most people speak up not for the sake of speaking up, but to have the issue resolved. So how do we respond when issues are raised? And most importantly, how do we address the root causes to prevent them happening again?

In this session facilitators will start the conversation by sharing their thoughts and experience in three areas:

- Scope of investigation: How far should you go in an investigation. Should you always investigate every element of the allegation? What part should proportionality play?
- Interactions with the whistle blower: the issue of anonymity and building trust; how open can/should you be with a whistle blower? How much of the investigation outcome can/should you disclose?
- Lessons learned: conduct and non-conduct outcomes; ‘read across’; creating the right environment – the importance of the cultural environment and psychological safety.

15:50 | 16:50 | 10:50
GMT CET ET

Break

16:00 | 17:00 | 11:00
GMT CET ET

Concurrent Facilitated Discussions

Please choose to attend one of the two concurrent discussions

Join Facilitated Session 11**Developing an Effective Communications & Training Strategy with Business Partners**

Chiara Moscato | Senior Director, E&C Europe, Sameta and South America | Eli Lilly and Company

All compliance programs across companies are meant to sustain the business while making the right decision respecting the company integrity values. The way training is designed can have an impact on the program success and lead to better results. Using technology and a solutions-based approach can make a difference in training and in your internal partnership. During COVID-19 this type of communication strategy can impact onboarding of new employees resulting in a renewed energy in speaking about compliance. Learn how to have a more effective dialogue with business partners that encompasses ease, understanding and action in a creative way through technology.

D E T A I L E D D A I L Y A G E N D A

Thursday, continued

Join Facilitated Session 12

Ethics, Compliance and CSR - Friends or Foes?

Audrey Morin | Group Compliance Director | Schneider Electric

Gilles Vermot Desroches | Sustainability Senior Vice-President | Schneider Electric

In corporate organisational charts, ethics often is linked with compliance. Sometimes CSR is associated with them, other times not. However, regardless of the organisation, it is clear that ethics, compliance and CSR have common objectives and methodologies. How can we make CSR more effective?

17:00 | 18:00 | 12:00
GMT CET ET

Break

17:05 | 18:05 | 12:05
GMT CET ET

Sessions Wrap Up

Join Wrap Up and Forum Closing

Join today's speakers and moderators as they share highlights, lessons learned and report out on findings from today's sessions.

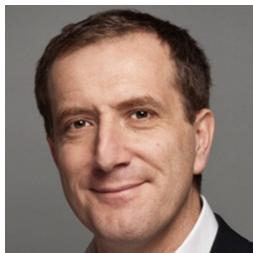
17:35 | 18:35 | 12:35
GMT CET ET

Forum Closing: Looking Ahead

(same room/link as the Sessions Wrap Up above)

Patricia J. Harned, PhD | Chief Executive Officer | Ethics and Compliance Initiative (ECI)

Plenary Speakers



Emmanuel Bloch
Chief CSR Officer
THALES

Emmanuel joined Thales in 2007, and successively held the position of Communication Director of Thales Communications & Security (until 2012) and of Director of Strategic information (from 2012 to 2017). Before entering Thales, Emmanuel Bloch spent more than 10 years in various leading French Public Relations agencies.

Since August 2020, Emmanuel is member of the Project Task Force of European Financial Advisory Group (EFRAG) dedicated to the definition of a future European non-financial reporting standard.

Emmanuel Bloch is expert in stakeholders' management and crisis communication. He recently participated to the books "Réinventons le progrès" (L'Aube, 2020).

Emmanuel Bloch is Associate Professor at the University of Paris 2 (Pantheon Assas) and teaches ethics and communication at Paris Sorbonne University (Paris 1).



Vincent L. DiCianni, Esq.
President
Affiliated Monitors, Inc.

Vincent "Vin" founded Affiliated Monitors, Inc. (AMI) in 2004 and has served as the company President since its inception. AMI has served in the independent monitor role in more than 800 matters under Vin's leadership, working with an array of federal regulatory agencies, such as the DOJ, DOD, and more. The company also works with Attorneys General Offices across the country on matters involving healthcare licensure, Medicaid fraud, consumer protection and other matters.

Vin started his legal career as an Assistant Attorney General for the Commonwealth of Massachusetts. He has litigated matters in healthcare, construction, public utilities, consumer protection, employment, and civil rights.

In addition to his law practice, Vin was an instructor in Ethics at Anna Maria College for thirteen years. Mr. DiCianni often speaks about the benefits of third-party assessments for companies, trends in compliance for multi-national corporations, and making remedial discipline work. Vin is a member of the American Bar Association and its Suspension and Debarment and Public Contract sections.

Vin received his JD from Suffolk University Law School and his BA summa cum laude from Suffolk University.



Thomas Donaldson
Mark O. Winkelmann Professor
Wharton School of the University of Pennsylvania

Thomas has written broadly in the area of corporate governance, business ethics and leadership. His articles have appeared in publications such as the Academy of Management Review; Harvard Business Review; Ethics; and Economics and Philosophy. His books include: Corporations and Morality; Ethics in International Business; and Ties that Bind: A Social Contract Approach to Business Ethics with T. Dunfee.

He was Chairman of the Social Issues in Management Division of the Academy of Management and a founding member and past president of the Society for Business Ethics. He was Associate Editor of the Academy of Management Review, and Associate Editor of the Business Ethics Quarterly.

He has consulted and lectured at many organisations, including the Business Roundtable, Goldman Sachs, Walmart, Walt Disney, the United Nations, Microsoft, The Tata Group, Exelon, Motorola, AT&T, JP Morgan, Johnson & Johnson, KPMG, Ernst & Young, Los Alamos National Laboratory, ConocoPhillips, Shell, IBM, Western Mining-Australia, Pfizer, the AMA, the IMF, Bankers Trust, and the World Bank.

He is recipient of the Aspen Institute's Pioneer Award for lifetime achievement.

Plenary Speakers continued



Eric R. Feldman

Sr. Vice President & Managing Director, Corporate Corporate Ethics & Compliance Programs Affiliated Monitors, Inc.

Eric is the lead Independent Monitor on matters involving federal suspension and debarment actions, federal regulatory court orders, and deferred or non-prosecution agreements with the US Department of Justice (DOJ). Eric joined AMI after retiring from the Central Intelligence Agency (CIA) in 2011. He had a distinguished 32-year career with the federal government, serving in executive positions with Offices of Inspector General at the Department of Defense, Defense Intelligence Agency, CIA, and National Reconnaissance Office (NRO). At the NRO, he presided over a highly successful procurement fraud prevention and detection program, widely recognized by the DOJ as a model for the federal government.

Eric has a BS in Political Science from The American University and a Certificate in National Security and Intelligence Studies from the JFK School of Government at Harvard University. A former Senior Intelligence Service Officer, Eric is also a graduate of the Federal Executive Institute and is both a Certified Fraud Examiner and a Certified Inspector General. In 2019, Mr. Feldman was elected to a two-year term to the Board of Regents of the Association of Certified Fraud Examiners (ACFE).



Estelle Gabillet

Deputy Ethics, Compliance & Privacy Officer
ENGIE

Estelle Gabillet is a French lawyer specialized in Real estate, European law and Compliance, graduated from the Universities of Paris Sud, Panthéon-Assas and Sorbonne. After a few years in the law firm Pech de Laclause & Associés, she joined the company Suez as a member of the Direction of the Business Unit for Eastern Europe. Since 2015, she has been Deputy General Counsel of the Ethics and Compliance department at ENGIE.



Nathalie Komatitsch

Head of Human Rights
TOTAL

Born in France. Nathalie Komatitsch graduated from the French high school for business and administration « Paris Institute of Political Sciences ».

She has been working for Total since 1992. She worked in various positions in the Exploration and Production branch (Kazakhstan, Russia, France) as well as in Gas marketing division and Business Development. She was special adviser to the General Manager of Total Exploration & Production Russia. In September 2011, she was appointed as Vice President for Turkmenistan and Azerbaijan, as well as a General Manager of Total Exploration & Production Turkmenistan. In July 2013, she became Vice President for Tajikistan. In November 2015, she joined the Middle East and North Africa division of Total Exploration Production.

In March 2018, she was appointed head of human rights department of Total Group, in the division for “Engagement with Civil Society”.

Speakers



David Best | Managing Director, EMEA Deputy Chief Operating Officer | Morgan Stanley

David Best is a Managing Director of Morgan Stanley and Deputy Chief Operating Officer for EMEA, based in London. David joined the Firm in 1997 as an Associate in Finance, serving across a number of roles supporting the Institutional Securities Group before assuming Chief Operating Officer responsibilities for the division.

David Best is Chair of the Morgan Stanley UK Group Pension Trustee Limited (from November 2014), a Board Director of the Morgan Stanley Investment Management Limited (from January 2021), as well as a Director of the Banking Standards Board (appointed June 2020) and a Board member of the British Banking Association (from January 2017). David also holds a variety of philanthropic board appointments including the Monteverdi Choir and Orchestra.

David is an Alumnus of the Victoria University of Manchester, a qualified Chartered Accountant, a Fellow of the ICAEW and a Freeman of the City of London.



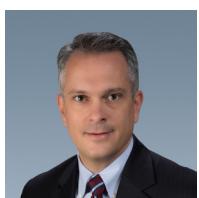
Amanda Bunten | Director of Behavioural Ethics | GSK

Amanda is a Chartered Health Psychologist and the Director of Behavioural Ethics at GSK where she is leading the implementation of Behavioural Science within Global Ethics and Compliance. She is responsible for the delivery of the mandatory training and code of conduct for the organisation focused on values-based decision making and driving behavioural change. She is interested in really understanding what is driving existing behaviour and what influences decision making, including the less conscious drivers of behaviour, to design effective interventions targeting existing barriers and facilitators.

She was previously the Principal Advisor on Behavioural Insights at Public Health England, providing expert advice on behavioural science to practitioners, policy makers and ministers, implementing large scale population level research and designing and delivering training on the application of behavioural insights.

She has extensive experience of applying theory to practice improving individual, group and population health outcomes. She has worked across local and national government within England on embedding behavioural science in public health and healthcare.

She is also a trustee of the Behavioural Science in Public Health Network for professionals aimed at bringing academics, practitioners and policy makers together to embed behavioural, social and systems science into public health thinking, policy and practice. She recently co-authored the National Behavioural and Social Sciences Strategy for Public Health.



Doug Dunham | Director of Ethics & Business Conduct | Lockheed Martin Missiles and Fire

Doug Dunham is the Director of Ethics & Business Conduct for Lockheed Martin Missiles and Fire Control. He is responsible for managing business ethics and compliance programs, processes and investigations for the MFC Business Area, reporting to the Lockheed Martin Vice President of Ethics and to the Executive Vice President of MFC. He also is co-chair of the Lockheed Martin Artificial Intelligence Ethics Advisory Committee.

Previously, Doug was the Director of Ethics & Business Conduct for Lockheed Martin Information Systems & Global Solutions (IS&GS). Prior to that, Doug was the Technical Director for the Exploration & Mission Support Line of Business within IS&GS, responsible for leading the technical development and execution of a diverse portfolio of services programs supporting TSA, NASA, and other US Government customers.

Doug began his career as a programmer with IBM Federal Systems, developing real-time systems management software for Air Traffic Control products. During his 28 years with Lockheed Martin and heritage companies, Doug has held several key technical leadership roles in the delivery of large system development & integration efforts.

Doug earned his Bachelor of Science Degree in Computer & Information Science from The Ohio State University College of Engineering and his Master of Science in Computer Science from the Johns Hopkins University Whiting School of Engineering. He is currently pursuing a Juris Master degree at Florida State University.

Speakers

continued



Patricia J. Harned, PhD | CEO | Ethics & Compliance Initiative (ECI)

For sixteen years as CEO of Ethics & Compliance Initiative (ECI), Pat has overseen all of ECI's strategy and operations. In that time ECI has become the leading provider of independent research about workplace integrity, organisational culture and effective compliance programs. Pat is an expert on culture change, ethical leadership, and workplace reporting/retaliation. She leads ECI's consulting practice: clients have included 195+ prominent organisations around the world. Pat has been invited to provide ethics training to a number of boards of directors, and she has participated as a member of monitoring teams for organisations in settlement agreements with federal enforcement agencies.

Pat also directs outreach efforts to policymakers and federal enforcement agencies in Washington, DC. She has provided ethics & compliance training to officials in the US Department of Justice, testified before Congress and the U.S. Sentencing Commission, and she has personally briefed U.S. Secretary of Defense Ash Carter, the OSHA Whistleblower Protection Advisory Committee, and the Federal Bar Council on strategies to increase effective reporting of suspected misconduct.

Pat was selected by Ethisphere Magazine as one of the 100 Most Influential People in Business Ethics in 2007, 2014 and 2015, and was named one of the Top Thought Leaders in Trust in 2010, 2011, 2018 and 2020 by the nonprofit organisation Trust Across America. She was a member of the PCAOB Standing Advisory Group, and she currently serves on the boards of the U.S. Center for SafeSport and the International Association of Independent Corporate Monitors.

Pat holds a bachelor of science degree from Elizabethtown College in Pennsylvania, a masters of education degree from Indiana University, and a doctorate from the University of Pittsburgh.



Paul Hockley | Group Ethics & Compliance Officer | Mott MacDonald

Paul joined Mott MacDonald as the Group Compliance Officer in September 2019 and following a short transition combined both the Ethics and Compliance functions under one programme in June 2020 to become the Group Ethics & Compliance Officer. Paul is a qualified lawyer and former British Army Officer before working as an inhouse counsel for the Home Office and then moving into the Ethics and Compliance arena, filling roles with Serco as their Regional Head of Ethics in the UK & Europe and then Centrica as the Group Head of Ethics &



Simon Hood | Head of Litigation & Investigations | NatWest Group

Simon Hood is head of litigation and investigations at NatWest Group. Simon has been at NatWest Group for 14 years (and counting), where he focussed initially on advising the trading businesses on derivatives and structured products, and in 2012 moved into the litigation team. Before that Simon was at a major international City firm, where he advised on derivatives and structured products. Simon focusses primarily on complex, worldwide investment banking litigation and regulatory investigations, and internal investigation across the bank.



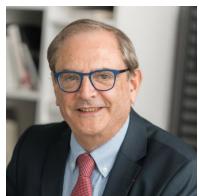
Saubiya Kidwai | Senior Director, R&D Global Ethics & Compliance | GlaxoSmithKline

In her role at GlaxoSmithKline, Saubiya partners with leadership teams as a thought partner to build a culture of values-based decision making, and to implement an effective and pragmatic risk management program to prevent, detect and correct violations of company policies, hence enabling their business objectives.

Saubiya has spent 17+ years at GSK, working seamlessly in various organisations including R&D, Finance, Tech, Sales and Sales Operations, Business Development, Business Process Improvement and Strategy & Project Management functions. She has formal training in Lean Six Sigma, Project Management, Change Management, Coaching, and Ethics & Compliance.

Saubiya holds a Masters degree from the London School of Economics, and Bachelors degree from Northeastern University.

Speakers continued



Dominique Lamourex | President | Cercle d'Ethique des Affaires

Dominique Lamourex, international ethics expert, has chaired since 2017 the French business ethics circle (Cercle d'Ethique 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 Group. Dominique is the Chairman of the Ethics Committee of the SNCF (French Railway Company) and has been appointed as Ethics Referent of the French Chapter of the UN Global Compact.

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

Dominique has systematically been deeply involved in numerous international governmental and business organisations. As such, he is a member of the "Corporate Responsibility and Anti-Corruption" committee of the International Chamber of Commerce (ICC) and chairs the French Chapter. He is also an Officer of the French Legion of Honour.



Blair Marks | Vice President, Ethics and Business Conduct | Lockheed Martin Corporation

Blair is responsible for ensuring the application of Lockheed Martin's values in all aspects of operations. She leads a team of ethics professionals who support the enterprise by providing education and guidance; promoting open communication; assisting in the prevention, identification and resolution of issues; and investigating allegations of misconduct.

Previously, Blair led Lockheed Martin's ethics awareness and business conduct compliance education, implementation of the ethics program for Lockheed Martin's international elements, and external engagement including suppliers, colleges and universities. Earlier in her career, she managed both the C-5 Avionics Modernization Program and the C-5 Reliability Enhancement and Re-engining Programs in support of the United States Air Force's fleet of Galaxy airlifters. She also was Plant Manager of the company's composites and adhesive bonding facility in Charleston SC, and both Deputy Director of Engineering and Marietta GA Site Director for the F-22 Raptor Program.

Blair holds a bachelor of ceramic engineering from Georgia Institute of Technology, a master of science in materials engineering from the University of Michigan and an MBA from Georgia State University. She holds certifications as a Certified Compliance and Ethics Professional and a Leading Professional in Ethics and Compliance. Blair represents Lockheed Martin on the Working Group of the Defense Industry Initiative on Business Ethics and Conduct as well as the board of the American Red Cross, National Capital Region. She is a Fellow of the Ethics and Compliance Initiative. She has served on Georgia Tech's College of Engineering and Women in Engineering advisory boards as well as the board of the Georgia Youth Science and Technology Centers and is a graduate of Leadership Cobb. Blair has received the Women in Aerospace Outstanding Leadership Award.



Benoît Mercier | Global Compliance Officer | Dassault Systèmes

Benoît joined the DASSAULT SYSTÈMES Group as Global Compliance Officer in 2018 after 15 years of experience in the field of Ethics and Compliance in support of business development and corporate risk management.

He started his career at the Strategy Department of the AREVA T&D Group in 2004 where he integrated the various issues related to the development of an international group.

He then joined the public affairs firm EDELMAN where he worked with industrialists in the environment and energy sector on corporate social responsibility issues, before specializing in 2006 in risk management within the GEOS Group, a player positioned mainly on access to emerging markets.

In 2012, Benoît joined the Compagnie Européenne d'Intelligence Stratégique (CEIS) and became Director of the Compliance & Investigations department.

Benoît holds a DEA in Microeconomics (University of Caen), a Specialized Master in Strategy and Corporate Intelligence (EGE) and a Bachelor's degree in Personal and Property Safety Law (University Paris II- Panthéon Assas). He is an auditor of the National Specialized Session "Strategic Management of the Crisis" (INHESJ). He participated in the writing of the book "Histoire ordinaires de fraudes" (EYROLLES) under the direction of the ACFE. He is member of the board of the Cercle Ethique des Affaires (CEA).

Speakers continued



Audrey Morin | Group Compliance Director | Schneider Electric

Audrey is an Ethics & Compliance professional with relevant experience in managing compliance programs in different fields (anticorruption, human rights incl. ethical workplace against harassment, sexual harassment and discrimination, competition law and economic sanctions) in international companies. She is currently Group Compliance Director at Schneider Electric, in charge to build, implement and manage the Group Compliance program. Before that, after starting her career at Accenture for EMEA zone, she joined Atos Group to work on the elaboration and deployment of the Group Compliance program and to be in charge of the annual extra financial reporting for the Group. Audrey is President of the Alumni Club of the Chaire-Master Law and Business Ethics of CY Cergy Paris University, member of the Cercle Ethique des Affaires, Scientific Committee member of the Think Tank Business & Legal Forum and University Lecturer at Paris 1 Panthéon - Sorbonne and Paris-Dauphine.



Chiara Moscato | Senior Director, E&C Europe, Sameta and South America | Eli Lilly and Company

Chiara has more than 15 years of experience in the health care industry. Over her career, Chiara has worked extensively with health care providers across many different areas, starting with market research and forecasting in Neuroscience and Diabetes then spending several years working on both marketing and sales roles in different therapeutic both at Italian level and across geographies. She moved to Compliance in 2018 and dedicated her first years in the function to speed up and standardize the approach to Business Development deals while coaching her team on how an effective partnership with the business can better integrate the company values into everyday work and prevent the organisation from mistakes and Integrity issues. She has served as Ethics and Compliance international Advisor, as Ethics and Compliance Director for the UK and Nordics and she is now leading the Ethics and Compliance function as a senior Director for Europe, Latin America, Africa, Middle East Countries plus India and International Operations.

Prior to joining Eli Lilly and Company she graduated In Business at Università di Pisa and had a master on innovation and communication at SDA Bocconi University.



Andy Noble | Head of Whistleblowing, Speak Up & Complaints Policy | NatWest Group

Andy is Head of Whistleblowing and Speak Up for the NatWest Group. Starting his career with NatWest in 1984, he has held numerous front line and risk function roles, predominantly in the Retail and Private Banking sectors. His experience spans compliance, operational risk, credit risk and financial crime. Following the introduction of new whistleblowing regulations by the UK's financial regulators in 2016, Andy led the development and implementation of a group-wide whistleblowing framework at RBS/NatWest. This provides a mechanism for colleagues across the bank to confidentially raise concerns about unethical behaviour and wrongdoing, helping to support a strong risk culture.

Andy was also a Special Constable with the Metropolitan Police Service for 29 years. He received a long service award from the Commissioner of the Metropolitan Police prior to retiring in 2018.



Alicia Olmstead | Global Ethics & Compliance Consultant | Dell Technologies

Alicia is a Global Ethics & Compliance Consultant for Dell Technologies where she oversees the Global Ethics Program which includes conflicts of interest, gifts & hospitality, anti-retaliation and speaking up. Before working for Dell, Alicia was a Senior Ethics Program Advisor at USAA and the Assistant Integrity Officer for the City of Austin in Austin, Texas. Her 14 years of experience spans both public and private sector and reaches into all facets of ethics programming. She created the City of Austin's first fully developed ethics program, and at USAA she organised their first company-wide Ethics & Compliance Event and designed award winning-ethics training.

Alicia has had the pleasure of working for two World's Most Ethical Companies and contributes regularly to industry conferences and working groups. She holds an M.S. in Organisational Leadership & Ethics from St. Edward's University and an undergraduate degree from Brigham Young University.

Speakers

continued



Dr. Ian Peters, MBE | Director | Institute of Business Ethics (IBE)

As Director of the Institute, Ian is responsible for implementing strategy, leading the team and ensuring that the Institute meets its charitable aims of raising awareness and spreading best practice in the field of business ethics.

Ian's career has spanned business policy, government relations and corporate communications. He has extensive experience of working at the highest levels with business, government, regulators and the professions.

After studying for a degree in geography at Lancaster University and taking his PhD at Southampton (on the drivers of small business growth) Ian joined the Confederation of British Industry (CBI) as a small business policy specialist. In 1989 he moved to international public relations firm Burson-Marsteller where he worked for a number of major corporate clients. Following a second stint at the CBI Ian became Deputy Director General of the British Chambers of Commerce in 1996 where he led the policy, research and communications functions. From 2001 to 2008 he was Director of External Affairs and Marketing at the Engineering Employers Federation (EEF) and in 2009 joined the Chartered Institute of Internal Auditors as Chief Executive, a post he held until December 2019.

Ian has held a number of non-executive and public appointments including Chair of the Independent Monitoring Panel of the UK Chartered Banker Professional Standards Board, member of the UK government's Regulatory Policy Committee and Better Regulation Task Force, and member of the Court of the University of Lancaster.

In 2015 Ian was awarded an MBE for services to regulatory reform.



Matt Rand | Behavioural Scientist | GlaxoSmithKline

Matt is a Behavioural Scientist at GSK where he provides Behavioural Science expertise to support Ethics and Compliance initiatives that protect and enable the business. He also works closely with Ethics and Compliance colleagues within GSK to build internal compliance capability in recognising, treating and measuring behavioural issues and risks across the business.

Prior to joining GSK, Matt completed a PhD at the University of Sheffield focused on Behavioural Science within Public Health. He also has a background in Occupational Psychology, previously holding Learning and Development positions within the Professional Services and Financial Services industries.

He has extensive experience in understanding problems from a behavioural perspective, understanding the drivers of behaviour and implementing interventions to change behaviour, using both quantitative and qualitative methods in his approach. Matt is also a strong advocate of measuring the impact of change initiatives and often takes an experimental approach to understand intervention effectiveness.

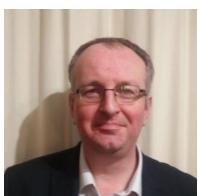


Stéphanie Scoupe | Chief Ethics Officer Group | Aéroports de Paris

After 7 years as a consultant in CSR and then within the La Poste Group have enabled her to show that CSR issues are not only a necessity but a strategic field that creates value for companies. These experiences have also convinced her of the importance of co-creating with stakeholders (internal and external) on these subjects. In the same way, ethics and compliance, a subject she has been dealing with for more than 10 years (at La Poste and then at ADP), are a cultural change before being a change in procedure. In that way, values and purpose contribute to Ethics culture!

Leading the practical workshops, the richness of the Cercle Ethique des Affaires lies in the exchanges between members, which allow them to share best practices, difficulties and enrich each other's programs.

That's considering both working on cultural issues and sharing with peers that leads to efficiency and robustness for Ethics and compliance programme.



Andy Smith | Managing Investigator | Natwest Group

Andy is a Managing Investigator for the NatWest Group. He joined NatWest in 1987 and has held various roles in the Group during his career. Andy has led and advised on complex fraud matters and internal investigations touching all areas of the Group. In recent years he has specialised in whistleblowing matters and leads the investigation team's day-to-day response in this area.

Speakers continued



Nicole Sourgens | Group Ethics & Compliance Officer | Eramet

Nicole Sourgens joined Eramet in 2018 as Group Chief Ethics and Compliance officer, based at the headquarters in Paris, where she reports directly to the CEO, Christel Bories.

After 10 years practicing as a lawyer at the Paris Bar, Nicole joined the energy industry by integrating the Alstom Group and its subsidiary Alstom transmission et distribution, then AREVA within the Group legal departments.

She then joined Schneider Electric where she worked as VP Compliance until her appointment in 2018 as Eramet's Group Chief Ethics and Compliance officer and Director. In charge of supervising the Ethics & Compliance program globally.



Carsten Tams | Ethicist, Author, Senior Advisor | Harvard University, Forbes, Ethics & Compliance Initiative

Carsten serves as Senior Adviser to the Ethics & Compliance Initiative, supporting its member organisations in creating and sustaining high quality ethics & compliance programs.

Carsten is founder and CEO of EMAGENCE, a consulting firm. He partners with innovative clients in the private and academic sector to develop high engagement cultures and facilitate organisational change. He is currently supporting Harvard's Environmental Health & Safety team in responding to the COVID-19 crisis by designing and facilitating co-creative ideation workshops and platforms.

Carsten shares his insights for driving innovation in two Forbes.com columns: "Ethics 2.0" provides strategies for engaging employees in organisational governance. "Get Ready For Change" describes how to design highly adaptive organisations that make full use of employees' agency.

His organisational design work received multiple honors, including Gold and Silver by the Brandon Hall Group Excellence in Learning Awards. Recognized as an exceptional institutional intrapreneur, Carsten was selected by The Aspen Institute as a First Movers Fellow in 2016.

Carsten holds a Master in Public Administration (MPA) from Harvard University's Kennedy School of Government and graduate degrees in Political Science from Science Po Paris and Freie Universität Berlin.



Gilles Vermot Desroches | Sustainability Senior Vice-President | Schneider Electric

After first experience as president of an NGO and within a Minister cabinet in France, Gilles Vermot Desroches joins Schneider Electric in 1998. His primary mission was to create and develop the Schneider Electric Foundation, under the aegis of Fondation de France.

Three years later, Gilles takes over the role of the new global Sustainable Development department. This new entity defines and deploys the environmental, ethical and social policies of the company, as well as developing the awareness of Schneider Electric employees and other stakeholders to sustainable development issues. He is also in charge of the Access to Energy Program.

Gilles Vermot Desroches is also President of "100 Chances 100 Emplois", Vice-President of "Forum Français des Amis du Pacte Mondial", member of "Conseil National du Développement Durable", and of CNTE (Conseil National pour la Transition Energétique), member of EpE (Entreprise pour l'Environnement), and of ORSE (Observatoire de la Responsabilité Sociétale des Entreprises). Furthermore he is Vice-President of the Global Compact France, and Vice-President of the Energy & Environment Commission of the ICC (International Chamber of Commerce).



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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 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.

www.cercle-ethique.net



Ethics & Compliance Initiative (ECI) of the United States

The Ethics & Compliance Initiative (ECI) is a best practice community of organisations 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 organisations 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 organisations 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 organisations and individuals meet key objectives.

www.ethics.org



Institute of Business Ethics (IBE) of the United Kingdom

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

All organisations need to demonstrate they are trustworthy in order to operate effectively and sustainably. Reputations are not based solely on the delivery of products and services, but on how an organisation values its stakeholders. Having a reputation for acting with honesty and ethics will not only differentiate an organisation, it will make it more successful.

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) funded by corporate and individual supporter donations.

www.ibe.org.uk

2021 EBEF Organising Committee

Cercle d'Éthique des Affaires (CEA)

Louis Colin
Project Officer
Cercle d'Éthique des Affaires

Marie A. Vieitez
Ethics, Compliance & Corporate Responsibility Director,
MBDA Group
Cercle d'Éthique des Affaires

Ethics & Compliance Initiative (ECI)

Elissa Brooks
Events Senior Manager
Ethics & Compliance Initiative

Brad Fulton
Marketing & Communications Senior Manager
Ethics & Compliance Initiative

Florence Sumaray
Vice President, Marketing & Communications
Ethics & Compliance Initiative

Institute of Business Ethics (IBE)

Jo Bridge
Events Coordinator
Institute of Business Ethics

Alex Johnson
Marketing & Events Manager
Institute of Business Ethics

Simon Webley
Research Director
Institute of Business Ethics

Tuesday 02 February (GMT/CET/ET)

13:00/14:00/08:00	Informal Meet and Greet	https://bit.ly/3a9YVQc
13:30/14:30/08:30	Forum Welcome	https://bit.ly/36ee1D9
14:00/15:00/09:00	Plenary Session 1 <i>Building Successful Board Training Programs Under Monitorship:</i>	<i>same meeting room as above</i> <i>Is your program effective?</i>
15:00/16:00/10:00	Break (5 minutes)	
15:05/16:05/10:05	Concurrent Facilitated Discussions	S1. https://bit.ly/2LZr44G S2. https://bit.ly/3oifG0z
16:05/17:05/11:05	Break (10 minutes)	
16:15/17:15/11:15	Concurrent Facilitated Discussions	S3. https://bit.ly/3t0NseD S4. https://bit.ly/3oIZv2z
17:15/18:15/12:15	Break (5 minutes)	
17:20/18:20/12:20	Sessions Wrap Up	https://bit.ly/39YFQjO
17:50/18:50/12:50	Virtual Networking Reception	<i>same meeting room as above</i>

Wednesday 03 February (GMT/CET/ET)

13:00/14:00/08:00	Informal Meet and Greet	https://bit.ly/3a9YVQc
13:30/14:30/08:30	Forum Welcome	https://bit.ly/36ee1D9
13:45/14:45/08:45	Concurrent Facilitated Discussions	S5. https://bit.ly/3a6Ed3J S6. https://bit.ly/3iNxCzb
14:45/15:45/09:45	Break (5 minutes)	
14:50/15:50/09:50	Concurrent Facilitated Discussions	S7. https://bit.ly/2YtUElv S8. https://bit.ly/3plhsIN
15:50/16:50/10:50	Break (10 minutes)	
16:00/17:00/11:00	Plenary Session 2 <i>Why We Cannot Measure</i>	https://bit.ly/2M5KbtM
17:00/18:00/12:00	Break (5 minutes)	
17:05/18:05/12:05	Speed Sharing	https://bit.ly/36gXwWX
18:05/19:05/13:05	Sessions Wrap Up	

Tuesday 02 February (GMT/CET/ET)

13:00/14:00/08:00	Informal Meet and Greet	https://bit.ly/3a9YVQc
13:30/14:30/08:30	Forum Welcome	https://bit.ly/36ee1D9
13:45/14:45/08:45	Plenary Session 3 <i>Human rights in your supply chain: How to best deal with the different risks?</i>	<i>same meeting room as above</i>
14:45/15:45/09:45	Break (5 minutes)	
14:50/15:50/09:50	Concurrent Facilitated Discussions	S9. https://bit.ly/2LZEghk S9. https://bit.ly/2M3ZUJG
15:50/16:50/10:50	Break (10 minutes)	
16:00/17:00/11:00	Concurrent Facilitated Discussions	S11. https://bit.ly/3a5EEvd S12. https://bit.ly/2MmAPJU
17:00/18:00/12:00	Break (5 minutes)	
17:05/18:05/12:05	Sessions Wrap Up	https://bit.ly/3cjKKel
17:35/18:35/12:35	Forum Closing: Looking Ahead	<i>same meeting room as above</i>