

# 2023



**01 - 03 February**  
Amsterdam  
Marriott Hotel

# EUROPEAN **Business Ethics** FORUM

**Sharing Ideas & Successful Practices**



# 2023 EBEF

## Organising Committee



**Louis Colin**  
Project Officer

**Marie A. Vieitez**  
E&C Expert



**Elissa M. Brooks**  
Director of Events  
Ethics & Compliance Initiative



**Katy Gibson**  
Events Officer  
**Alex Johnson**  
Head of Marketing

# Welcome!

Dear Colleagues,

Welcome to the 20th annual European Business Ethics Forum (EBEF)!

We are excited to be able to meet you face-to-face again and are delighted to be in our host city of Amsterdam.

This year's programme takes a wide-ranging look at ethics & compliance (E&C) trends from supply chain management to artificial intelligence. You will also find facilitated sessions that cover E&C training, culture, KPIs, HR & ethics, ESG, and so much more.

EBEF is recognised by E&C leaders worldwide as the best place for peers and colleagues to share ideas, best practices and insight. Through a mix of traditional, plenary sessions and interactive, engaging breakout sessions, EBEF provides a truly unique experience. You will leave with innovative, tangible ideas that can help you improve the efforts of your programme and further illustrate the value that E&C as a function provides to organisations.

Each of our sessions are facilitated by leading experts and forward-thinking E&C innovators who have both the practical experience to give useful advice and the context of how today's E&C trends affect tomorrow's organisations.

In addition, EBEF provides several face-to-face networking opportunities. Please join our networking breaks, introduce yourself to colleagues from around the world and meet those who share the same challenges and experiences as you do every day. And, new to EBEF, we are pleased to introduce our sponsor, OneTrust, and extend our appreciation for their sponsorship of the EBEF coffee breaks.

We are excited to kick-off this year's EBEF and we look forward to meeting and talking with you throughout this year's Forum.

Sincerely,

*2023 EBEF Organising Committee*



## EUROPEAN Business Ethics FORUM

**01 – 03 February  
2023**

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Amsterdam Marriott Hotel  
Amsterdam, Netherlands  
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**Thank you to our 2023 EBEF  
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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

01 February

18:30 - 20:00  
Living Room

### Meet and Greet

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

02 February

08:15 - 09:00  
Living Room

### Registration

Coffee and breakfast refreshments will be served.

09:00 - 09:15  
Salon ABC

### Forum Welcome

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

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

**Stéphanie Scoupe** | Vice President | Cercle d'Ethique des Affaires (CEA)

09:15 - 10:30  
Salon ABC

### International Conversation Cafe

After two years of virtual Forums, we are finally together in-person! To celebrate our reunion, we are foregoing our usual opening plenary address. Instead, we want to take the time reacquaint ourselves, rediscover the enjoyment of face-to-face conversations, and have a meaningful dialogue on ethics and compliance issues.

A randomly assigned number is on the back of your Forum badge. Please seat yourself at the corresponding table number for this session. Once you find your table, please introduce yourself to your partners and designate a volunteer to share insights at the end of the Cafe.

At the start of the Cafe, we will share a few questions on the screen to get the conversations started.

10:30 - 11:00  
Living Room

### Refreshment and Networking Break

## Thursday *continued*

### Concurrent Facilitated Discussions

Please choose to attend one of the three concurrent discussions.

11:00 - 12:15  
Salon D

#### How Do You Become a Great Ethical Leader?

**Steven Pegg** | International Ethics Manager | Lockheed Martin Corporation

In this session, we will share why some leaders get it so wrong and how ethics can help them to become a model ethical leader at any level in the organisation including encouraging a speak up mindset in a culturally diverse and hybrid workforce, responding to reports of misconduct and techniques for leaders to use illustrated through case studies.

11:00 - 12:15  
Salon E

#### Inspection by the French Anti-corruption Agency: Bending Without Breaking

**Eric Balastre** | Group Chief Ethics Officer | Renault  
**Iohann Le Frappeur** | Group Chief Ethics Officer | SNCF

It's the moment dreaded by all compliance officers in France: the audit by the French Anti-Corruption Authority (AFA). Created in 2017, the AFA has since audited a significant number of well-known French companies: among them, Renault, and the SNCF. For what results? How to prepare for it? What should we be aware of to get out of it as well as possible? Feedback from experience to better prepare for authority controls, whatever their status or nationality.

11:00 - 12:15  
Studio 5

#### Speak Up & Internal Investigation: Trust, Empowerment and Digital Tools

**Audrey Morin** | Group Compliance Director | Schneider Electric

In a post-covid world that has accelerated digitization and at a time when the European directive on whistle-blowers is being transposed, how can we set up and maintain a reliable and effective system for managing alerts and investigations? Answer from a multi-hub company that relies on trust, empowerment of local teams and new digital tools.

12:15 - 13:30  
Midtown Grill

### Lunch Break



The Midtown Grill is the main restaurant of the Marriott Amsterdam and won the Tripadvisor "Best of the Best" award. Join us each day of the Forum for lunch at the #2 of all restaurants in Amsterdam for quality food and wonderful service.

## Concurrent Facilitated Discussions

Please choose to attend one of the four concurrent discussions.

13:30 - 14:45  
*Salon D*

### Engaging Your Employees Through Ethics in Motion

**Anne-Violaine Monnié** | Group Ethics Officer | Capgemini

In 2022, Capgemini put together the global campaign Ethics in Motion across 50 countries to celebrate a decade of being recognised as one of the World's Most Ethical Companies®. This month-long campaign was live on internal and social media channels. It was launched by our Group CEO and had 3 pillars: human rights, ethics in data and AI, and ethical culture. We organised an ETHICASTHON, which included 24 hours of ethics conversations, in 32 sessions gathering together 1,500 people around the globe. We also streamed a global plenary with leading experts, which attracted 1,000 people.

Anne-Violaine Monnié, Group Ethics Officer at Capgemini, will talk more about how they were able to successfully engage their workforce with this campaign.

13:30 - 14:45  
*Salon E*

### Quiet Quitting: Ethics Implications and Risks

**Ursula Wellen** | Ethics Advisor and Head of the Ethics Office | International Monetary Fund

This session looks at what happens when employees engage in “quiet quitting”, reducing the time, effort and overall engagement in their job to the bare minimum they can get away with – and why this drop in overall employee engagement can have significant - direct and indirect - ethics implications and risks. The session also looks at what may trigger quiet quitting, why it has become more prevalent during and after the pandemic – and what Ethics professionals can do to help their employer deal with its fallout. Participants will have an opportunity to explore these questions in a case study-based format.

13:30 - 14:45  
*Studio 5*

### Measuring and Assessing Corporate Culture

**Dominic Hall** | Group Head of Ethical Business Conduct | BAE Systems plc

Corporate culture is key to an effective ethics programme – it's a vital internal control. In this session, Dominic will set out the basics on why culture is so important, talk us through the work BAE Systems have done recently on assessing Ethical Leadership, and then facilitate a discussion on the way various participants have attempted to measure their corporate culture.

13:30 - 14:45  
*Studio 7*

### Independent Meetings & Sponsorships: Business Case and Reflections

**Chiara Moscato** | Associate Vice President, International E&C | Eli Lilly and Company

In this session we will try to address some ethical questions related to independent sponsorships and their execution across the pharmaceutical environment, how to apply good judgement and what are the main things to watch out as a leader.

14:45 - 15:15  
*Living Room*

## Refreshment Break

## Thursday *continued*

15:15 - 16:30  
*Salon ABC*

### Plenary: Global Supply Chain Management

**Abe Eshkenazi** | Chief Executive Officer | Association for Supply Chain Management

In this time of unprecedented global supply chain disruption, Abe Eshkenazi will discuss the importance of resiliency and sustainability and the role played by ethics and compliance.

16:30 - 18:00  
*Living Room*

### Free Time

18:30 - 21:45  
*Living Room*

### Reception & Dinner at the Koninklijke Industieele Groote Club

**18:00**     *Meet in the Hotel Lobby* for those walking

**18:30**     *Reception*

**19:00**     *Dinner*

**21:25**     Walk to the meeting point for return buses

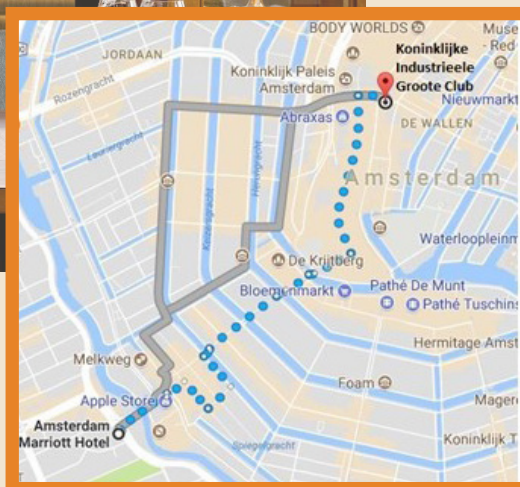
**21:45**     Buses return to Hotel

# Reception & Dinner

02 February | 18:30 - 21:15 (dinner served at 19:00)

## Koninklijke Industriële Groote Club

Dam 27, 1012 JS Amsterdam, Netherlands



### HOW TO GET THERE

#### Walking

Join us in the hotel lobby at 18:00 to walk over to the venue. Hotel to Groote is a 1.6 km walk (20 minutes).

We will be taking coaches back to the hotel. We will depart from the Groote Club at 21:25 to the bus stop (a 5-minute walk).

#### Tram

Catch the Line 2 or 12 tram from Leidseplein stop (a 4-minute walk from the hotel) to Paleisstraat (a 2-minute walk to the venue).

#### By Taxi

Please call +31 020 777 7777  
or +31 020 705 8888

#### By Uber/Lyft

Please use your app for pickup/drop-off.

### 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 18:30 with dinner to follow at 19:00. Dinner is open seating.

### ATTIRE

The dress code for this event is business attire.

# Friday

## 03 February

08:30 - 09:00  
*Living Room*

### Refreshments

09:00 - 10:15  
*Salon ABC*

### Plenary Session 3

#### Ethics & AI: How Organisations Apply Ethical Norms to AI

**Roxane Adle Aiguier** | Director of the Sustainable Digital Society, Research Area | Orange

**Emmanuel Goffi Ph.D.** | Co-director, Global AI Ethics Institute

**Carine Jayat** | Head of Future Quality & Transformation France | MBDA

The digitalisation of our world seems unstoppable. In this context, artificial intelligence and deep learning seem capable of bringing exceptional opportunities but also of raising existential risks. But how does it really look like? What are the real risks associated with the development of AI and how can they be mitigated in companies? Are there limits that should not be crossed?

10:15 - 10:45  
*Living Room*

### Refreshment Break

### Concurrent Facilitated Discussions

Please choose to attend one of the four concurrent discussions.

10:45 - 12:00  
*Salon D*

#### Effective Ethics Training and Communication

**Fatima Mikirtumova** | Senior Ethics and Compliance Officer, Boeing

In this session we will have a conversation about a collaborative approach to training and communications, utilizing varied techniques to reach employees at all levels.

10:45 - 12:00  
*Salon E*

#### Ensuring E&C Programme Fundamentals in a Licensed Business Environment

**Neil Moir** | Director, Global Compliance and International Markets, Ethics & Compliance | Starbucks

Building and maintaining a robust compliance program is a complex endeavor in any organisation. This can be particularly challenging where a business operates brands on behalf of several different companies. In this session learn about the approach that Starbucks is taking to support their business partners in developing a fit-for-purpose compliance infrastructure.

10:45 - 12:00  
*Studio 5*

#### Unique Ways to Encourage a Speak Up Culture

**Sharon Kuba** | Director, Ethics & Business Conduct | Northrop Grumman Corporation

Sharon will share examples of unique experiences that have proven to be effective.

## Concurrent Facilitated Discussions *continued*

10:45- 12:00  
Studio 7

### Human Rights Impact: The Challenge of Assessing Ethical Dilemmas

**Benoit Mercier** | Group Compliance Officer | Dassault Systèmes

The stakes around respect for human rights are increasing for multinational companies that have to face geopolitical changes, new societal aspirations, more regulations and an increase in the number of legal procedures. While the compliance & risk management efforts are generally made on the subcontracting chain, Benoît Mercier will present a more specific feedback on the software industry's challenges.

- Reputation & Legal risks: Human Rights is a growing challenge
- Focus on "Complicity risk" notion
- Build a compliance program dealing with Human Rights issues
- Dedicated assessment for ethics dilemma
- The lines of defense: Who can identify & analyse Human Rights Impact?

12:00 - 13:15  
Midtown Grill

## Lunch Break

## Concurrent Facilitated Discussions

Please choose to attend one of the three concurrent discussions.

13:15- 14:30  
Salon D

### Managing Compliance Risk in International Partnerships and Consortia Projects

**Samer Jannoun** | Regional Compliance Manager | Meta

Whilst international partnerships can provide many business opportunities and benefits for companies, they also come with a set of significant challenges and risks from a compliance perspective. In this session, we will explore some of these risks and discuss innovative mitigation strategies that companies are deploying to address them.

13:15- 14:30  
Salon E

## CARNIVAL

**Detlef Roland Reckward** | Senior Maritime Competency Specialist | Carnival

Session description will be in the 2023 EBEF Programme Addendum.

13:15- 14:30  
Studio 5

### How to Measure the Performance of a Compliance Programme?

**Benoit Le Merre** | HO E&C Prevention & Global Reach | Airbus

There is nowadays a profusion of data at the disposal of management to drive the performance of the core activities. How to make visible the implementation of a renewed Ethics and compliance programme? How to produce relevant KPIs for stakeholders with different perspectives and different expectations (management of the compliance programme, executive management, employees information, external stakeholders)? In this session, Airbus will share their experience in the context of heavy regulatory expectations. Participants will be invited to share their experience and reflect together on how to measure E&C culture's progress in companies.

## Friday *continued*

14:30 - 15:45  
*Salon ABC*

### Plenary Session

#### Values, Culture and Character: How to Really Embed Your Organisation's Values

**Dr. Corey Crossan** | Teaching Fellow | The Oxford Character Project

**Dr. Rebecca Park** | Psychology Postdoctoral Researcher | The Oxford Character Project

The Oxford Character Project has spent the last three years researching character, culture, leadership, and values in companies across the UK. In this session they will present some of their research on UK corporate values and how companies are embedding their values, looking at both public facing documents and hearing directly from the voices of those working in UK businesses. They will introduce their model of how character of individuals and of leaders can be used to support values enactment and lead you in some reflective and developmental exercises with which you can transform your organisational practices.'

15:45 - 16:00  
*Living Room*

### Closing Remarks

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

**Dominique Lamoureux** | President | Cercle d'Ethique des Affaires (CEA)

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



## **ROXANE ADLE AIGUIER**

Director of the Sustainable Digital Society, Research Area | Orange

Roxane leads the Solution for a Sustainable Economy research Domain and is the PMO of the Orange Group's Data and AI Ethics Council. She leads multidisciplinary research projects including responsible AI, health, sustainable territories, and mobility, V2X. She holds a PhD in Computer Science and has over 25 years of experience in the telecom industry and consulting. She has a strong reputation and proven track record

in managing large-scale international outsourcing, E-Gov. programs and contract, and strategic client transformations. She has achieved significant financial performance while maintaining the highest level of client satisfaction.



## **DR. COREY CROSSAN**

Teaching Fellow | The Oxford Character Project

Corey Crossan is a teaching fellow at The Oxford Character Project where she develops and facilitates character development programs for students, industry, and university partners. She recently completed her doctoral studies at Western University, Canada, which examined how character can be developed and its impact on performance and well-being in sport. Her undergraduate work in Exercise Science inspired her unique application

of exercise and habit development towards her research that shed light on what it takes to implement a daily practice of character development. Corey's love for elite performance developed as she competed in top-level athletics for most of her life, highlighted by competing as a NCAA Division 1 athlete. Corey translated her understanding for elite performance into a passion for helping individuals and organizations develop sustained excellence. She is also a co-developer of the Virtuosity Leader Character Development software application, which was created to support the daily, deliberate practice of character-based leadership development.



## **ABE ESHKENAZI**

Chief Executive Officer | Association for Supply Chain Management

Abe Eshkenazi is chief executive officer of the Association for Supply Chain Management (ASCM), the largest organization for supply chain and the global pacesetter of organizational transformation, talent development and supply chain innovation. During his tenure, ASCM has significantly expanded its services to corporations, individuals and communities. Its revenue has more than doubled, and the association successfully completed

three mergers in response to both heightened industry awareness and the vast and ongoing global impact driven by supply chains. Previously, Abe was the managing director of the Operations Consulting Group of American Express Tax and Business Services. Abe holds a Master of Business Administration in Management from Northwestern University, Kellogg Graduate School of Management; a Master of Business Administration in finance from DePaul University; and a bachelor's degree from Northeastern Illinois University.



## **EMMANUEL GOFFI, PH.D.**

Co-director | Global AI Ethics Institute

Dr Emmanuel R. Goffi is a philosopher of artificial intelligence. He is the co-director and co-founder of the Global AI Ethics Institute in Paris, and co-founder and senior associate of Ethiciens du numériques | Digital Ethicists.

Dr Goffi is a research member with the Centre Éthique, Langue, Communication et Numérique Team of the Université Mohammed Premier in Oujda, Morocco, the CEST – Centro de Estudos Sociedade e Tecnologia, Universidade de São Paulo, Brazil, and the Centre for Defence and Security Studies at the University of Manitoba, in Winnipeg, Canada. He has been lecturing in several institutions in France, in Canada and in Germany, and he has written numerous pieces on ethics applied to artificial intelligence. He is regularly invited to give talks and lectures, and to participate to experts meeting and boards worldwide. His research focuses on the development of artificial intelligence and its ethical dimensions through a multicultural lens.

Dr. Goffi holds a PhD in Political Science from Sciences Po Paris.



**CARINE JAYAT**

Head of Future Quality & Transformation France | MBDA

Carine is Head of Future Quality & Transformation France at MBDA. She has been working at MBDA for more than 30 years. She is well-experienced in different technical domains related to the Aeronautics & Defense industry as well as in Quality Assurance methodologies. Highly involved in the use of AI for safety critical applications, Carine is concerned by "trustable AI" challenges and risk-based approaches. Carine is a French-affiliated (AFNOR) expert and active contributor to the following international AI standards committees: ISO IEC JTC1/SC42 and CEN CENELEC JTC21.



**DR REBECCA PARK**

Psychology Postdoctoral Researcher | The Oxford Character Project

Dr Rebecca Park is a Psychology Research Fellow at the Oxford Character Project where she works on our prototype analyses of good leadership, a reflexive thematic analysis of business interviews, evaluation of our character development programmes, and our values mapping project. Rebecca holds a PhD in Positive Psychology from the University of Lincoln, entitled 'Mindfulness-Based Strengths Practice: A 'toolbox' for self-efficacy in higher education', along with a BSc in Psychology and an MSc in Psychological Research Methods from the University of Lincoln. Both her BSc and MSc dissertations explored the virtue of humility and its role in leadership. In her spare time, Rebecca sits on the steering group of the British Association of Christians in Psychology.

**THANK YOU to our premiere solution provider sponsor, OneTrust!**

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EBOOK DOWNLOAD:

**The CECO's guide to managing third parties**

Learn the six steps in the lifecycle of risk-based third-party due diligence:



onetrust.com



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

Tel: +33 (6) 08 16 26 44 | [cea@cercle-ethique.net](mailto:cea@cercle-ethique.net) | [www.cercle-ethique.net](http://www.cercle-ethique.net)

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.

### DOMINIQUE LAMOUREUX

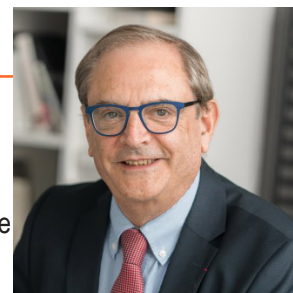
#### President

Dominique, international ethics expert, has chaired the French business ethics circle (Cercle d'Éthique des Affaires) since 2017.

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 systemically 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.





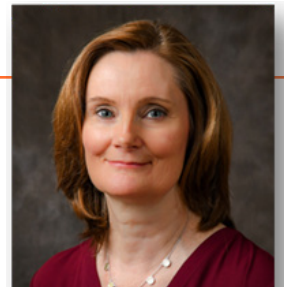
## Ethics & Compliance Initiative (ECI) of the United States

Tel: +1 703-647-2185 | [ethics@ethics.org](mailto:ethics@ethics.org) | [www.ethics.org](http://www.ethics.org)

Through its research, ECI identifies the practices that improve ethics & compliance program effectiveness and build institutional culture strength. As an association, ECI brings together ethics & compliance professionals and academics from all over the world to share techniques, resources and exciting new ideas. ECI also has an established track record of providing support to organisations seeking to transform their cultures, often in the wake of significant challenges with noncompliance.

ECI assists organisations in building strong cultures and developing High Quality Ethics & Compliance Programs (HQP) 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.



### Patricia J. Harned, Ph.D.

Chief Executive Officer

Patricia Harned is chief executive officer of the Ethics & Compliance Initiative (ECI). Established in 1922, ECI is a nonprofit with a mission to empower organizations to operate with integrity.

For nearly two decades as CEO, Dr. Harned has overseen all of ECI's strategy and operations. In that time ECI has become the leading provider of independent research about workplace integrity, the drivers of organizational culture, and effective compliance programs. Dr. Harned is a recognized expert on culture change, ethical leadership, and workplace reporting/retaliation. She leads ECI's advisory service practice. Clients have included 200+ prominent organizations, often working to regain stakeholder trust following significant matters of misconduct. Dr. Harned has participated as a member of several independent monitoring teams, imposed by federal enforcement agencies as a part of corporate settlement agreements.

Dr. Harned also directs outreach efforts to policymakers and federal enforcement agencies in Washington, DC. She has provided ethics & compliance briefings 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. Dr. Harned also regularly provides training to corporate boards of directors on topics related to governance, and she is chairing a Blue-Ribbon Commission to define effective corporate environmental, social, and governance (ESG) programs.

Dr. Harned is a multi-year honoree as one of Ethisphere Magazine's 100 Most Influential People in Business Ethics. She is also a multi-year honoree as a Top Thought Leader in Trust; a recognition offered by Trust Across America. She was a member of the PCAOB Standing Advisory Group, and she currently serves on the board of the U.S. Center for SafeSport as well as the International Association of Independent Corporate Monitors (IAICM).

Dr. Harned 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.



## Institute of Business Ethics (IBE) of the United Kingdom

Tel: +44 (0) 20 7798 6040 | [info@ibe.org.uk](mailto:info@ibe.org.uk) | [www.ibe.org.uk](http://www.ibe.org.uk)

**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 funded by corporate and individual Supporters.



### Dr. Ian Peters, MBE Director

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.

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