

EBEF - Paris - 8 Feb 2024 -

- Break out session -

### **Preparing the next generation of leaders to address E&C issues**

*Facilitator: Marc Toussaint, Ethics and Compliance – Transformation and culture change, Airbus | Moderator: Rachael Saunders, IBE*

- *Many businesses are reporting that young people are more likely to report ethical concerns about colleagues and ways of working, have different expectations of managers and leaders, and use different communications channels. In this session, we will examine the demand for ethics from younger employees who want purpose of work, how we can promote ethics to younger people throughout an organisation, and how E&C practitioners can mentor the next generation of leaders to ensure that they are prepared to face ethical issues*

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**Outcome of UK Business Ethics 2023 survey: <https://www.ibe.org.uk/resource/publicattitudes2023.html>**

- The British public's view of how ethically business behaves has worsened
- The British public's view of how institutions behave has significantly worsened since last year

• **Key learnings ECI on working group “partnering with middle managers to enhance E&C success: toolkit and resources”**

Link: <https://www.ethics.org/document/partnering-with-middle-managers-to-enhance-ethics-compliance-success-toolkit-and-resources/>

- Middle managers are on the front line to build ethical culture
- Part of their role not only translate the tone of the top but create psychological safety
- Holding middle manager accountable for routinely communicating to E&C team about concerns people bring to them & how they are handled

We can highly recommend you to read this white paper that is really a very robust exercise done with a panel of E&C professionals. Point of contact in

ECI: [caroll@ethics.org](mailto:caroll@ethics.org) (CAROL B. LEVEY , Vice President, Marketing, Ethics & Compliance Initiative)



# Preparing the next generation of leaders to address E&C issues

Airbus experience with START and EVOLVE development  
programmes

LOP - Marc Toussaint  
Ethics and Compliance transformation and Culture change  
For EBEF Feb 8th 2024

**AIRBUS**

# Integrity is part of our Values + our Leadership Model

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## My impact

### Act with integrity

Demonstrates ethical and compliant behaviour.

Lives the Airbus Values with exemplarity while remaining true to self. Listens actively to concerns and takes appropriate action when observing unethical or non-compliant behaviour.

Treats diverse people as equals. Puts Company interest first.

## People impact

### Build a trustful and inclusive environment

Establishes trust and ensures transparency, creating an inclusive environment with a sense of belonging, pride and collective achievement. Builds a working atmosphere that favours engagement and well-being. Has fun winning!

## Business impact

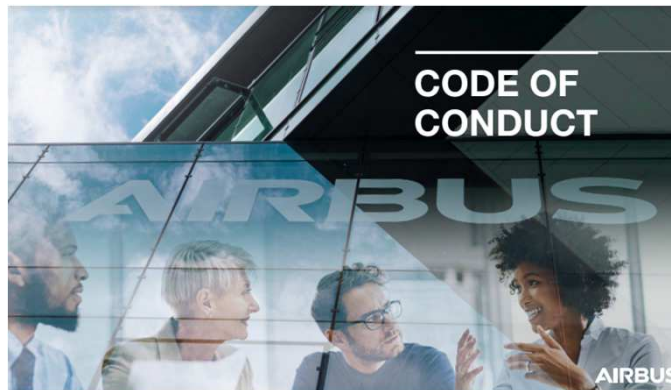
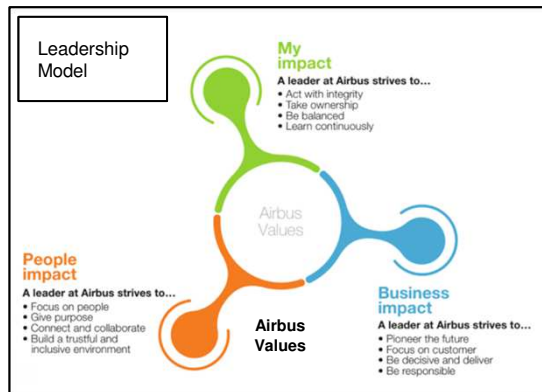
### Be responsible

Promotes responsible and sustainable business practices while creating a competitive advantage. Ensures world class environmental, health and safety standards.

Has a global mind-set, is curious and open to global trends. Is aware of the Company's and own social duty and responsibility to conduct business with integrity.

# Why To address E&C in Airbus leadership programmes?

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**What are the risks of non compliance?  
Please share with us a concrete example!**

## Why To address E&C in this leadership programme?

### Why To address E&C with future leaders?

- Training 95% of our workforce is NOT enough !
- Are leaders seen as role model?: MWE survey result= 3,3 out of 5
- KPI on number of allegation is progressing every years by + 20% to 40%
- Airbus Top Company Objectives : « In all we do, we treat integrity and compliance as vital for our business”

#### Example for 2024 individual Top Company Objectives to all employees

1/Participate in one E&C workshop delivered by your manager to be chosen among:

A new series of practical cases to encourage team discussion of various Ethics & Compliance dilemmas

2/Complete the assigned E&C-related eLearnings as part of the TCO learning curriculum.

3/ if your job role is identified as being exposed to E&C-related risks (Bribery & Corruption, Export Control, Subcontracting and Data Privacy), you may be assigned specific training

## DPA: Acknowledge our past and embrace our future





Data we are sharing in the E&C  
sessions with the participants  
extract only

Ethics and Compliance transformation and Culture change  
April 13<sup>th</sup> 2023

**AIRBUS**



# MY WORKING ENVIRONMENT Survey 2023: (Gallup - Qualtrics)

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Key components of a speak-up culture

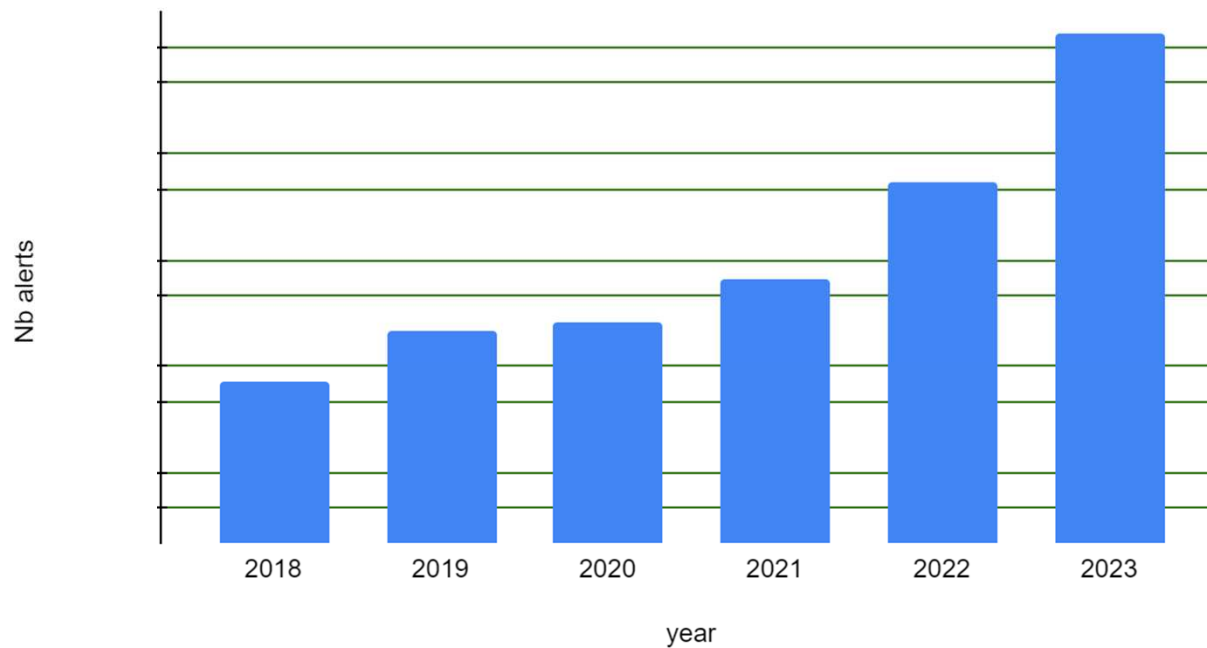
2023 2021

Question	Responses
I feel free to approach the top leaders and senior leaders at Airbus when there is a need.	91,001
Top leaders of Airbus consistently role model our company values.	87,112
Airbus creates an environment that is trusting and open.	95,457
At Airbus, there are appropriate consequences to unethical or non-compliant behaviour.	83,009
At work, my opinions matter.	95,935
Airbus has a working environment that is free from harassment and discrimination.	93,289
At Airbus, employees who are different are welcomed.	92,059
Airbus creates an environment where people can speak up if they see unethical or non-compliant be...	94,738

**Sensitive results shared only with the participants in the breakout session of EBEF 2024**

- Airbus GROUP - Alerts submission overview

Nb alerts vs. year



**Live questions to leaders :**

How would you address such data with your own team?

What does this mean about the evolution of the SPEAK UP culture?

What could be done to reduce the number of violations?

## Session dedicated to Ethics & Compliance START & EVOLVE Programmes – accelerated developers -

### Why To address E&C with future leaders?

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### *Do you feel comfortable about E&C?*

- Your role as leader or futur leader
- What can we exchange on concrete cases?

## Exercise 1: Roundtable where each participant will share an E&C issue

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Reflect on all the situations you have been confronted with

What was the issue?

How did you react?

What did you learn from it?

What is your role as leader to address Ethics & Compliance ?

## Exercise 2: Split in 3 sub groups

### What will you do differently when you are back in your job?

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Please stand up and use the 3 paper boards (group of 6 to 7 participants)

1. What can you do as role model?

15 'in Sub group  
+15' restitution

2. What can you do with your team?

3. What can you do with your internal or external stakeholders?

Thank you

This copy is only for the participants in the 2024 European Business  
Ethics Forum held in Paris in Feb 8th  
Please not to be used outside EBEF circle

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