

KEY TRENDS & HIGHLIGHTS



MARCH 15-16, 2017 | GRAND HYATT, NEW YORK

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A Look Back At This Year's Summit

In March, Ethisphere hosted its 9th annual Global Ethics Summit in New York City. The Summit provided an opportunity for companies from around the world to celebrate what makes them great businesses and share best practices on how to create a corporate culture that shines above the rest.

Every year more than 450 executives from nearly every corner of the C-Suite including CEOs, General Counsel, Board Members, Chief Ethics and Compliance Officers and more attend for a two-day colloquy on how to advance toward a worldwide culture of business ethics.

The Summit provided the platform for business and compliance leaders from the US and abroad to connect on content-rich conversations and shared best practices. A multidisciplinary faculty was on display among 200 different companies and organizations taking a forward-thinking approach to issues that largely impact global business and integrity today. Please use this guide to explore this year's summit and all it had to offer.

Kind regards,



A handwritten signature in black ink, appearing to read 'Kevin McCormack'.

Kevin McCormack

Vice President of Global Thought Leadership and Programs
Ethisphere



Highlight Video:
The 2017 Summit in 90 Seconds



A Year Long Conversation on Performance



2016 Year-In-Review

Download Recap

January 2017



Gender Diversity Forum

February 2017



March 2017

February - April



Global Ethics Summit Podcast Series



Melissa Nandi
Rockwell Automation's
Core Value of Integrity



Lucy Fato
Nardello & Co.
Measuring Integrity



Patrick Quinlan
Convercent
Corporate Culture



Cindy McCain
McCain Institute
Human Rights

Listen to Podcasts



June 2017

June - December

BELA Roundtable Series

NYC, Seattle, Frankfurt, Denver,
Washington DC, Atlanta

See Events

October 2017



November 2017

India
Ethics & Compliance
Forum

December 2017



Audience Breakdown



250+
Participating Companies

475+
Participating Professionals

C-Suite Execs: 26%

C-Suite and VP-level Execs: 43%

C-suite, VP and Director-level Execs: 63%





The belief that you've arrived when it comes to Ethics and Compliance is one of the most dangerous beliefs of all – leading directly to complacency, which leads to the erosion of a culture of integrity into mistakes becoming calamities. Integrity was – and still is – one of our three core values at the beginning, more than 140 years ago. Its vital that companies sustain their ethical journeys and continue to improve their cultures of integrity, through benchmarking, learning from each other and sharing best practices."

Ellen Marram

Lead Independent Director
Eli Lilly and Company



Watch Ellen Marram's Take
on Ethics, Culture, and Integrity at Lilly





Global Ethics Summit

Key Trends and Highlights

In the following pages of this booklet, we capture key themes discussed throughout the 9th Annual Global Ethics Summit and provide important data points, infographics, best practices and emerging trends from industry leaders that came about from this year's event.



Theme #1

Inspiring Corporate Performance Through Culture

The theme of this year's Summit, "inspiring corporate performance through culture" placed a spotlight on how to build the business case for making ethics a focus of a company's culture. The entire community of World's Most Ethical Companies believe that customers, employees, investors and regulators place a high premium on trust and that ethics and good governance are key to earning that trust.

In addition to maintaining a system of ethical values, some of the lessons focused on the price that companies pay for behaving in an unethical way. Attendees at the Summit noted that **a culture where misconduct is tolerated—or, worse, encouraged—could result in higher turnover, lower morale a tarnished reputation and, ultimately, make sustainable success seem impossible to achieve** – a notion supported by recent surveys, including one conducted by Aflac, an 11-time honoree of Ethisphere's World's Most Ethical Companies list. According to the thought leaders present at the Summit, today's trends in corporate ethics are only going to grow in relevance and the demand for ethical behavior, specifically among the CSR-focused millennial generation, is expected to increase.



Company Culture: Measuring the Integrity of Your Organization



Moderator

Michael Eichenwald

Senior Advisor, LRN

Executive Panel

Lucy Fato

General Counsel, Managing Director and Head of the Americas, Nardello & Co

Sonny Cave

EVP, General Counsel, Secretary, Chief Risk Officer, and Chief Compliance and Ethics Officer, ON Semiconductor

Al Rosa

Chief Compliance Director & Senior Executive Counsel, GE

This diverse panel shares the emerging trends and the information they leverage to measure the culture of integrity and take the necessary steps to nurture and improve.



“

There is never a one-size-fits all, but ultimately it comes down to tone from the top and education. It's one thing for senior people to speak to the organization to speak consistently - that is just the starting point. If you don't actually educate people about what that means and be sensitive to cultural differences around the world - you're not going to position yourself for success.”

Lucy Fato

General Counsel, Managing Director
and Head of the Americas, Nardello & Co



Listen to Lucy Fato's Podcast with Ethisphere
on Culture and Measuring Integrity



Leadership Through Diversity: Enhancing Company Values and Performance



The faculty found that placing a focus on diversity and measurable values-based leadership can contribute to long-term value creation and favorable financial outcomes.

Moderator

Preston Clark

President, Higher Education & Enterprise
Everfi

Executive Panel

Teresa M. Ressel

Director
ON Semiconductor

Kelly Mahon Tullier

General Counsel and Corporate Secretary
Visa Inc

Suzanne Rich Folsom

General Counsel, Chief Compliance Officer and
Senior Vice President – Government Affairs
U.S. Steel





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College grads are now 56% women, more than half of the students at law schools are women, medical schools as well and this presents a lot of opportunities but some of that starts in the boardroom with representation. It's also a responsibility for boards to ask good questions and be respectful of this issue. We all have that responsibility when we are on boards to make a difference – through mentoring, to ensure that the slates are diverse, present others with an opportunity, and when someone does give you the chance to excel, we must always show that appreciation even if it is deserved."

Teresa M. Ressel

Director, ON Semiconductor



Ethisphere's Data:

Measuring & Communicating Ethical Culture

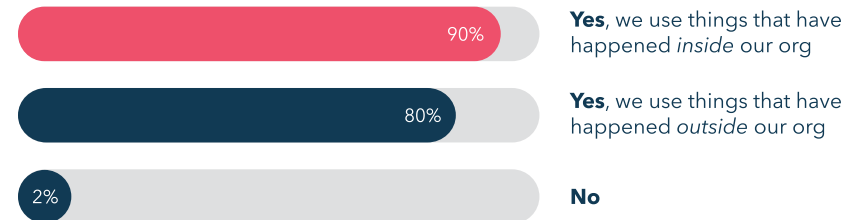
57% of the World's Most Ethical Company Honorees are deploying a dedicated ethical culture survey, even more (77%) are including one in an engagement survey.

How does your company measure corporate ethical culture?



90% of the World's Most Ethical Company Honorees include examples of real world ethical and compliance dilemmas that have happened inside their organization.

Does the compliance and ethics function include examples of real world ethical or compliance dilemmas or issues in their communication materials?



Case Study: Microsoft Runs on Trust



Microsoft is a data driven company and without the data, it's just an opinion. Over a year ago, the compliance community at Microsoft started to think about how could we use the data available at Microsoft to help us unlock actionable insights and help us drive remediation, mitigation and prevent misconduct before it happens."

In another session, "Microsoft's Pillars of Performance Integrity: Compliance as a Business Advantage" which featured members of the company's Legal Compliance team, **Alan Gibson, Senior Attorney; Kumar Vijayaraghavan, Director; and Aaron Thiese, Senior Program Manager** pointed out the importance of embedding and promoting a culture of trust. Too often companies are unable to reach their full potential because of the lack of trust. Once trust is in place, employees feel empowered, customers feel connected and the industry progresses. The Microsoft Runs on Trust campaign was designed to do just that by ensuring employees understand the fundamental values that should guide their decision and empowering them to make the right choices.





A Closer Look
**Peeking Through
the Windows:
A Glimpse Into
Microsoft's Culture
of Trust**

One thing we recently realized is that Microsoft has the technology to help prevent compliance problems and we started developing improvements that could work for us as well as our partners.

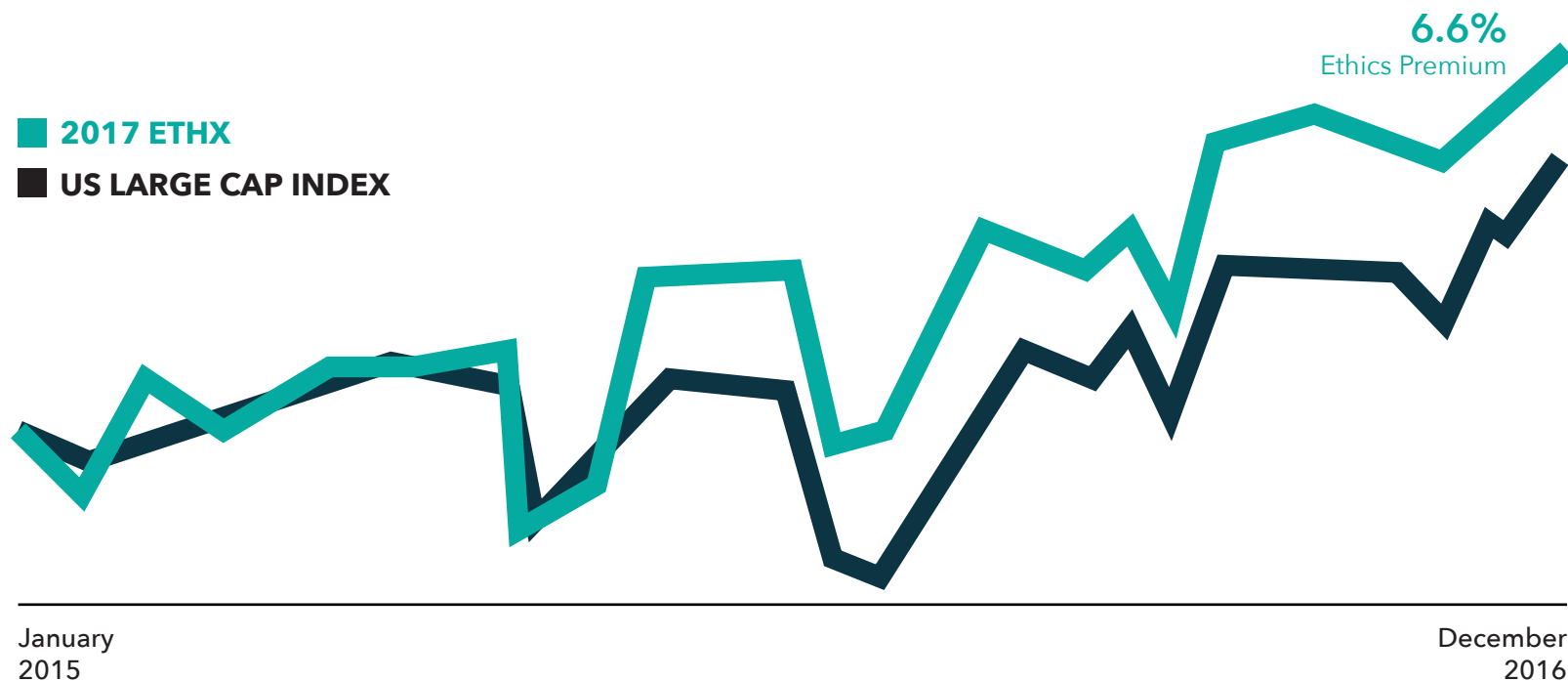
[Read the Rest of the Story](#)



Theme #2

The Value of Integrity

To put it simply, the public's expectations for businesses have changed. At one point, the boilerplate approach consisted of high financial returns coupled with quality products and services, which were once the foundation of a successful company. But as the regulatory landscape evolved, technology improved and a new generation of employees entering into the workforce it seems that the most successful and trusted organizations are those focused on doing the right thing – not just business competence. To that point, the World's Most Ethical Companies® program honors companies that excel in ethical business standards. Honorees have historically out-performed others financially, demonstrating the connection between good ethical practices and performance that's valued in the marketplace. As we compared publicly held 2017 honorees to the US Large Cap Index over the last two years, the gap (6.6% to the positive) is palpable – we call it the **Ethics Premium**. See chart below.



The Value of Integrity: C-Suite Decisions, M&A and Culture



Moderator
Patrick Quinlan
CEO, Convercent

Executive Panel
Michael McLaughlin
Sr. Vice President Employment Law and Chief
Ethics & Compliance Officer, Dell.

Diana Sands
Senior Vice President, Office of Internal
Governance and Administration, The Boeing
Company

Top leaders explored lessons learned from their own growth activities, factored ethical considerations that drove executive level decisions and leveraged culture as the greatest equalizer to enrich the events that shape the company.



“

One of our goals is to advance the objectives of the company and drive the business forward. We obviously have a headset of ensuring the proper compliance and ethical behavior. Those two are mutually reinforcing... we look at this together as a team effort and we're constantly evaluating our business objectives.

Diana Sands

Senior Vice President, Office of Internal Governance and Administration, The Boeing Company



Advancing Human Rights:

The Corporate Impact on Societal Integrity & Protecting the Value of People



Moderator

Stephen L. Brown

Senior Advisor, KPMG Board
Leadership Center

Executive Panel

Stanley M. Bergman

Chairman of the Board and Chief Executive
Officer, Henry Schein, Inc.

Caroline Rees

President and Co-Founder
Shift

Learn how companies and their leaders are influencing change to improve lives and inspiring business practices that drive ethical responsibility, guard social values and respect human dignity.



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I'm a firm believer in aligning the interests of business and society. Doing well by doing good. There is proof that companies that align the interests of society have a significantly better rate of return than companies that do not.

Stanley M. Bergman

Chairman of the Board and Chief Executive Officer,
Henry Schein, Inc.



Sports Integrity: A Collective Action



This expert panel shares behind the scenes insights and touch upon some of the unique issues and challenges faced by sports and aim to inspire, connect and collaborate with the corporate sector on solutions for the long term.

Moderator

Michael Hershman

Group CEO, International Centre for Sport Security (ICSS)

Executive Panel

Emanuel Medeiros

CEO, Europe, International Centre for Sport Security (ICSS)

Christopher McCleary

General Counsel and Chief Ethics Officer, United States Olympic Committee

Steph Vogel

Vice President and Assistant General Counsel - Deputy Chief Compliance Officer, National Basketball Association



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At the USOC, the mission is to support athletic achievement of American athletes, while demonstrating Olympic ideals, thereby inspiring all Americans. So my job is inspiring people and the internal standards are something people take seriously. We have no need for the Olympic committee unless we put together a strong team that demonstrates our principles.

Christopher McCleary

General Counsel and Chief Ethics Officer,
United States Olympic Committee





STARBUCKS[®]



Matthew Swaya

Chief Ethics and Compliance Officer
and Deputy General Counsel
Starbucks Coffee Company

Q&A with Matthew Swaya

We sat down with Matthew Swaya during the 2017 Global Ethics Summit to discuss ethics and culture at Starbucks.

Tell us more about culture and ethics at Starbucks.

Starbucks' mission is very near and dear to all of our hearts, and it's something that grounds us in everything that we do every day. The mission specifically is, nurture the human spirit one person, one cup, one neighborhood, at a time. Whenever we make decisions, it's usually rooted in the mission and the culture and values of the company, which I just stated. We're a very collaborative culture, and everybody's very clearly grounded in this mission and this culture and that's the way we want to proceed. We want to be different as a public company, and our goal is to have a societal impact and to nurture everybody's spirits in everything that we do every day. We want to make a difference in their day.

As Starbucks expands around the world, how do you handle the challenges that come with growth?

We've watched phenomenal growth through the years that I have been there. We're a global company. We operate in 75 countries at the moment. We have about 27,000 stores around the world, and it takes growth and discipline and patience to grow a global business like that. It's very challenging to maintain a culture like that when you're on such a high growth plane, but we instill it in ourselves and in our people every day from day one. We often speak about how do we grow big while staying small? We're very focused on maintaining that culture because that's the secret sauce to success and doing as well as we have through my 20 years here but also well beyond that.

Once there's a strong culture in place, your employees become your biggest brand ambassadors. It is the glue that brings us all together in everything that do. There's an excitement about what we do, there's a belief in what we do. The impact of what we do around the world really matters to all of us, so yes, it does transcend the entire organization and what we're trying to accomplish as a company.



Starbucks recently rolled out a new internal program called "Ethics Advisors" how does it work?

We're in the process of rolling out a new innovative program within Starbucks, and we're calling it ethics advisors. We have identified several vice presidents within the business, and we want them to serve as ethics advisors. We have a very strong speak-up culture within the company, and this is in addition to the speak-up culture. We want to give people an opportunity to raise concerns in a way that ... If they don't want to go to the help line, if they don't want to speak to their online manager, if they don't want to go to ... partner resources. We call human resources partner resources at Starbucks. They have another avenue. Their concerns will be treated with confidentiality, with a privilege attached to it, and we will comply with the international association standards.

How does ethics and compliance help drive a long-term sustainable culture at Starbucks?

Our ethics and compliance program has been a linchpin of the company for about ... through the 20 years I have been there. Our focus is on ethics and ethical leadership. It also is on doing the right thing for our people and for our partners and for the communities that we work in. We have a team of about 20 partners. We call our employees partners, and we have a training and communications function within ethics and compliance. We have a help line that our partners can use, and we want to encourage them to speak up if they have questions or concerns that they need to have resolved. We have a platform for leadership and leadership engagement.

Overall, I'm just proud of the work that my team does every day. The commitment and the discipline and the earnest ... They're earnest in what they do, and we take the mission and values of the company very, very seriously. We feel that we're ambassadors of the culture and the values of the company. We also exist for our people, and we take great pride in supporting them and what they need to do to do their jobs effectively and with passion, and that supports the mission that I described before.



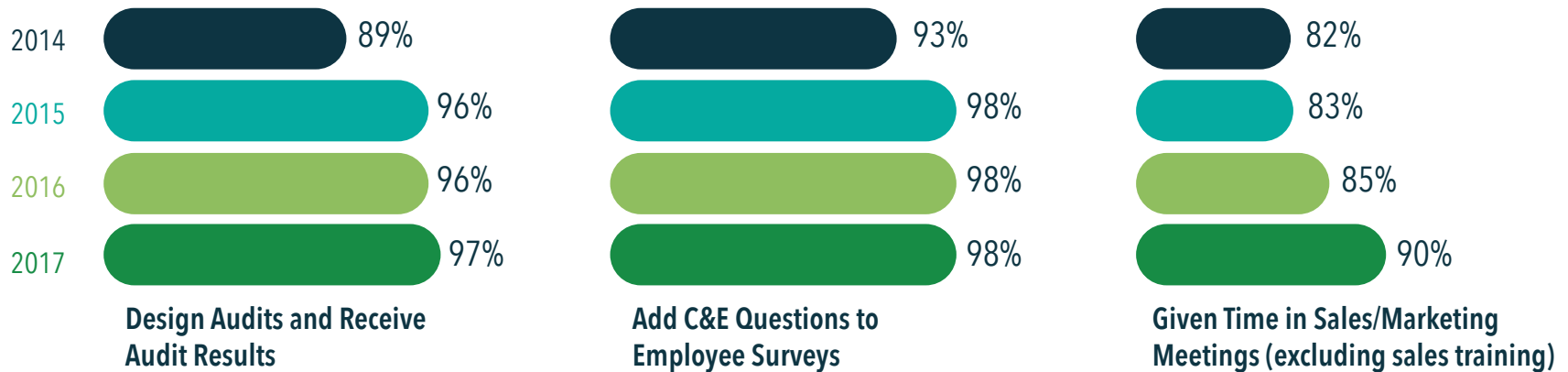
Theme #3

Data and Ethics

Now more than ever, compliance is a comparative exercise. As companies are seeing an evolution of change in practices, a real thirst exists for data and information to measure success and anticipate risky areas. Chief Compliance Officers and members of the C-Suite work in an ever-changing legal, regulatory, social and economic environment. And while their roles continue to expand, their focus must remain on identifying and responding to emerging risks. This is where the ethical impact of data science comes into play. When done right, implementing effective data science across a company can help prevent unwanted events. The following is an excerpt from Ethisphere's data set.

Trending Towards Increased Reach, Influence of Compliance Across the Organization

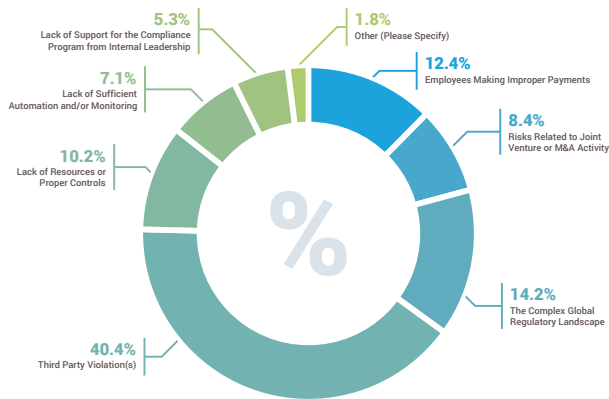
Leading Organizations have an Engaged Compliance Function with Influence



ANTI-BRIBERY & CORRUPTION BENCHMARKING REPORT – 2017

Beyond Regulatory Enforcement: The Rise of Reputational Risk

Q: What Do You Perceive to Be the Top Risk to Your Anti-Corruption Program in 2017?



Kroll and Ethisphere have partnered to produce this joint Report highlighting key anti-bribery and corruption trends affecting companies globally. Throughout this Report, you will see a number of interesting trends, many of which correlate to broader market developments. Two trends in particular stand out:

Compliance officers continue to face pressures from the global growth of their organizations, as well as a heightened regulatory focus on the enforcement of anti-bribery and corruption laws from enforcement authorities around the world.

For Compliance teams, **reputational risk has outpaced corruption risk** as the most significant area of concern with third parties.

[Download Free Report](#)



The Ethics of Big Data



This session examines some of the evolving, and often sensitive, decisions companies need to make as they wrestle with a digital footprint with global implications for both business and society.

Moderator

Rith Kem

Managing Director, Compliance, Forensics, and Intelligence - Americas, Control Risks

Executive Panel

Damien Atkins

General Counsel and Corporate Secretary, Panasonic Corporation of North America

Brian Beeghly

Co-Founder and Chief Executive Officer, informed360

Richard Buchband

Senior Vice President, General Counsel and Secretary, ManpowerGroup

Amy Thawer

Vice President, Global Compliance & Integrity, LinkedIn Corporation



//

Attorneys, ethics and compliance leaders should all be part of the data ownership conversations and the scenarios. When you have an artificially intelligent car that is making decisions to speed up, change lanes—all of those things have real world consequences. Even though the algorithms and the codes are beautiful, you need the human element as the overlay of ethical judgment is critical.”

Damien Atkins

General Counsel and Corporate Secretary
Panasonic Corporation of North America



The ROI of Compliance Starts with an Investment in Culture

Investing in Culture Is Playing the Long Game



Nelson Pratt
NavexGlobal

We recently published an article on NAVEX Global's corporate blog about what we call the "rock-star" exception. This refers to employees whose inappropriate behavior gets swept under the rug because they are either very senior executives or top performers. We made the case that no matter how "good" these employees are at their jobs, their behaviour, and impact on those who have to work with them, ultimately become more costly than profitable.

This is one of many ways we, as compliance professionals, can examine and build the case for the ROI of ethics and compliance. Not all of the financial benefits of an ethical culture are obvious or easily quantifiable. However, it is becoming increasingly apparent that the return on ethics is out there if we know where to look and how to think about the costs if ethics and integrity are missing.

Brought to you by Ethisphere partner

NAVEX GLOBAL™
The Ethics and Compliance Experts

We know that companies believe strong corporate culture is important. Out of the 644 respondents to the NAVEX Global **2016 Ethics & Compliance Training Benchmark Report**, 70 percent said that "creating a culture of ethics and respect" was one of their top training objectives. When it comes to CEOs, 92 percent agree that a strong corporate culture is important, according to the **annual PwC survey**.

Building the case for the ROI of compliance is not a question of importance or an issue of perceived value. It's a matter of time invested. To achieve the true return on compliance, we need to invest in culture, and culture takes time.

Organizations, leaders, other quantifiers of success trust KPIs like sales reports or productivity measurements because these metrics respond to the actions we take today. On the other hand, the benefits of a strong, trusting and motivational culture are not often traceable back to a specific event or strategy meeting.



For example, in our **“rock-star” exception article**, we included the findings of a **Harvard Business School study** that showed avoiding or correcting the behaviors of bad acting employees produces savings for the company that is equal to double the value they create. “Double the value” – that’s substantial. However that value is not immediate, or as visceral, as the twinge a Sales VP feels when a formerly “top-performing” rep is no longer with the company.

This concept of time invested can be its own albatross for new companies. High-growth startups offer us an effective control group to consider this incubation period, if you will, that a strong culture needs to thrive. Consider Uber. Uber was/is one of the most exciting startups to watch. It has had meteoric success and is the definition of a fast-growth company. But it is now running into a series of serious cultural and performance stumbles – loss of users, **drop in stock value** and considerable reputational damage. This is not due to a bad business model. It is a result of scandal, unethical business practices and the general employee dissatisfaction that comes with a hostile work environment. In short, culture.

Young companies that experience accelerated growth do not have the luxury of time. This means there is too little attention paid to its people and to the conduct of those people. Culture is what provides the necessary context to the phrase “the quickest point between A and B is a straight line.” When point B is revenue, numerous unethical shortcuts can appear to be very tolerable when the practices of an effective ethics and compliance program have not had time to be inculcated and reinforced.

This all brings me back to a favorite quote from Larry Fink, Chief Executive of Blackrock. He says, “A culture of ethics ties long-term performance to the interests of long-term stakeholders.” Fittingly enough, I first heard this quote from Timothy Erlich, CEO of Ethisphere, at our NAVEX Global 2016 Ethics & Compliance Virtual Conference during his session on the ROI of compliance.

Investing in culture is playing the long game and it either pays off big in the end or is your C&E insurance bet. Either way you are going to be better off. We just can’t let ourselves be distracted along the way.



Highlights from the Breakout Sessions



D&B, Parsons and CREATE.org:
Is Compliance Where It Needs to Be?



Whirlpool, Kennametal, ITT and SAI Global:
The Future of Compliance and Ethics Training Programs



Ingredion, SABIC, LRN and University Hospitals:
Beyond the Hotline



VF Corporation, Walmart, NYU Stern School of Business:
Responsible Sourcing, Supply Chain Risk



Highlights from the Breakout Sessions



Microsoft, Dell, JLL and MoFo:
Cross-Border Investigations in the Privacy Era



Kroll, Novartis, Parsons and Briggs & Stratton:
Global Anti-Corruption and Anticipating Risk



Bayer, Western Union, Littler and Western Digital:
Fostering an Effective "Speak Up" Culture



Nokia, PepsiCo, Rockwell Automation and NAVEX Global:
The ROI of Compliance





BUSINESS ETHICS LEADERSHIP ALLIANCE

EXCLUSIVE INVITE: On March 9, 2016, Ethisphere hosted its 3rd Annual Business Ethics Leadership Alliance (BELA) Dinner. The private event was held at the prestigious Yale Club of New York and provided a unique platform for executives of the member-only BELA community to network and leverage the collective expertise from CEOs, CCOs, GCs, and more, who shared their insights on ethics, compliance, culture and performance at this one of a kind event.

[Learn More About BELA](#)





Senator Bill Bradley

Public Purpose and the Dignity of Work

Watch the 5 minute highlight video with Ethisphere CEO, Tim Erblich, at the 2017 World's Most Ethical Companies Gala Dinner

[Watch the 5 Minute Video](#) 



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Korea Electric Power Corporation
Korea Expressway Corporation
Korea Gas Safety Corporation



Korea Housing & Urban Guarantee Corporation
Korea Hydro & Nuclear Power co., LTD
KOREA LAND & HOUSING CORPORATION
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Ryder System Inc
SABIC - Saudi Basic Industries Corporation
SAI Global Compliance
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SCCE
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TE Connectivity
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The AES Corporation
The Boeing Company
The Coca-Cola Company
The FCPA Report
The Hartford Financial Services Group
The J.M. Smucker Company
The New York Times Company
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The Ethisphere® Institute is the global leader in defining and advancing the standards of ethical business practices that fuel corporate character, marketplace trust and business success. Ethisphere has deep expertise in measuring and defining core ethics standards using data-driven insights that help companies enhance corporate character. Ethisphere honors superior achievement through its World's Most Ethical Companies® recognition program, provides a community of industry experts with the Business Ethics Leadership Alliance (BELA) and showcases trends and best practices in ethics with Ethisphere Magazine. Ethisphere is also the leading provider of independent verification of corporate ethics and compliance programs that include: Ethics Inside® Certification and Compliance Leader Verification®. More information about Ethisphere can be found at <http://www.ethisphere.com>.



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