

Ethics, Culture, and Compliance Network

ECCN

FACT SHEET

Vision

The board of directors plays a critical and strategic role in fostering a healthy corporate culture and promoting corporate integrity. Corporate values and the quest for integrity are key drivers of business performance, and how an organization operates is now as important as what it creates. The Ethics, Culture, and Compliance Network (ECCN) explores the roles of values, corporate culture, and ethical decision making in securing a long-term future for businesses. The network provides an ongoing forum for dialogue, a source of unique insights, and a venue for bringing the perspective of the boardroom into the broader conversation around shaping ethical corporate cultures.

Participant value

- **Private peer-to-peer dialogue.** The ECCN frames its insights around immediate, pragmatic opportunities for board oversight of ethical governance and risk management, with a program customized to the specific needs and interests of participants.
- **A trusted environment.** Directors and Chief Ethics and Compliance Officers have few opportunities to engage directly with each other on critical topics. A carefully curated discussion can reduce barriers to meaningful, and sometimes difficult, conversations and problem solving.
- **Thought leadership.** To enhance discussions, network participants have access to insights developed by LRN, by Tapestry Networks, and by world-leading experts, including the network's 2021 report: *Activating culture and ethics from the boardroom*.

Confidentiality

- The network uses a modified version of the Chatham House Rule whereby names of participants and their company affiliations are a matter of public record, but comments made during meetings and premeeting conversations are not attributable to individuals, companies, or industries.
- Insights developed by the network and emerging best practices shared by network members are sanitized, then published by Tapestry Networks. They may then be distributed by members to colleagues and advisors and may be distributed by LRN to its clients and others.

Discussion topics

- **Assessing culture.** Directors are not well positioned to read the hallmarks of their companies' cultures. What tools, metrics, and approaches can boards adopt to evaluate culture? What can boards do to gain comfort that they have appropriate visibility into the culture of their organizations?
- **Defining and shaping culture.** How can boards ensure that they and their management teams maintain a clear understanding of the culture they are trying to foster and how to get there? How can boards ensure companies are signaling a commitment to ethical behavior? How can boards effectively foster trust across an organization?
- **Effective board oversight to mitigate risk of serious misconduct.** How can a board most effectively organize itself to oversee ethics and culture? Which board committee(s) should lead the critical task of overseeing conduct risk? Who are the key cross-functional executives that can advise the board around the strategy and scope of oversight? When should the board engage third party support?
- **Effectively partnering with management.** Executive management plays a pivotal role in cultivating an environment in which integrity thrives or is undermined. Tone at the top is more critical than ever. How do directors work with CEOs and management teams to ensure that performance objectives and business goals do not undermine values and ethical behavior? How can boards effectively hold management accountable for cultural outcomes?
- **Recovery from scandal.** Trust is a key enabler of transparency and indispensable to a board's ability to oversee culture. A breach of trust can affect consumers, suppliers, and brand reputation. When inevitable problems occur, how do companies best rebound? How can directors learn from the mistakes and successes of other companies in this regard?

About

Tapestry Networks is a privately held professional services firm. Its mission is to advance society's ability to govern and lead across the borders of sector, geography, and constituency.

LRN is a global firm committed to fostering principled performance and inspiring, rather than requiring, people to do the right thing.

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