

FACT SHEET

Values and ethics are better in the long run for the bottom line. It's a board's responsibility to do everything to ensure the company has a culture that leads to positive outcomes.

2024



Corporate directors are keenly aware of the critical nature of corporate culture for a firm's reputation, performance, and long-term value, but they acknowledge that culture is a particularly challenging area to evaluate and oversee.

[The Ethics, Culture, and Compliance Network](#) (ECCN) brings together directors and senior executives to explore the role of values, corporate culture, and ethical decision making in securing a long-term future for businesses. Through confidential, peer-to-peer dialogue, the ECCN strives to identify immediate, pragmatic opportunities to advance board oversight of ethical governance, corporate culture, and risk management. The network provides a unique venue for sharing emerging best practices and cultivating practical insights.

“The key question is, in the heat of the moment, throughout the organization, do our stated values prevail? That’s the thing that’s the hardest to measure.”

A trusted environment. Directors and chief ethics & compliance officers have few opportunities to engage directly with each other on critical topics. While considered a good practice, most CECOs do not have a direct line to the board. A carefully curated discussion can reduce barriers to meaningful, and sometimes difficult, conversations and problem solving.

Peer insights. Tapestry Networks orchestrates the ECCN, building on nearly two decades of experience in convening leaders for meaningful conversations designed to yield practical insights. Meetings feature world-class guests, but the members' voices dominate the conversations and drive the agenda. ECCN members gather several times a year through a mix of virtual and in-person meetings.

More than 80 board directors and executives from over 100 leading companies have participated in the ECCN, including the following:

- Aegon
- AIG
- Archer Daniels Midland
- Booking Holdings
- Bristol-Myers Squibb
- Capital One
- CDW
- Cigna
- Cognizant Technology Solutions
- Costco Wholesale
- Deere and Co.
- Entergy
- Exelon
- FedEx
- Foot Locker
- Goodyear Tire & Rubber Company
- Hillenbrand
- Kaiser Permanente
- KBR
- KKR and Co.
- Lam Research
- Lockheed Martin
- McKesson
- Micron Technology
- Palo Alto Networks
- Sony
- The Coca-Cola Company
- United Airlines

Thought leadership. To enhance the network’s value, its discussions are synthesized into post-meeting publications that can be shared with colleagues. Everything is done under a non-attribution agreement that ensures candor and protects personal and company confidentiality.

Recent insights



[Assessing Corporate Culture: A Practical Guide to Improving Board Oversight](#)

- Framework for board members and CEOs to improve oversight of company culture.
- Peer insights developed by a group of sitting public company directors and executives with leadership roles in compliance and ethics, including CDW, McKesson, Victoria’s Secret, Sony Corporation of America, Palo Alto Networks, Parsons, and Weyerhaeuser.
- Identifies five pillars that help boards assess the ethical dimensions of an organization’s culture and formulate strategies to drive business performance.



[Activating Culture and Ethics from the Boardroom](#)

- Explores the realities of board oversight of corporate culture from 40 directors holding 80 seats on public company boards including CIGNA, Coca-Cola, Goodyear, HP, McKesson, United Airlines, Walt Disney, and Wells Fargo.
- Provides insights that enable impact, including the importance of establishing trust, finding a home for culture or corporate boards, and establishing meaningful culture metrics.



[The Role of Advanced Data and Analytics in Enhancing Oversight of Ethics and Compliance](#)

Summary from a peer-to-peer discussion on integrating advanced data analytics into compliance programs, including:

- Evolving DOJ expectations.
- Trends, uses, and challenges in data analytics.
- Approaches to bringing effective data-driven reporting to the board.



[Enhancing Risk Assessment](#)

Summary from a peer-to-peer discussion on strategies to enhance risk assessment including:

- Mechanisms for analyzing the ambiguous nature of culture risk.
- Tools for anticipating and mitigating new risks in an evolving risk landscape.
- Pressing risks that have emerged at the top of board agendas.

tapestry
NETWORKS *Tapestry Networks brings world-class leaders together to tackle complex challenges and promote positive change through the power of connected thinking.*

CONTACT

Marsha Ershaghi, Managing Director
Tapestry Networks
mershaghi@tapetrynetworks.com