



Co-Chaired with:



# BELA ASIA PACIFIC

*Year 2 in Review: Growth, Engagement, and Transformation*

# Community & Commitment

## YEAR 2 OVERVIEW:

The past year was a challenge globally, and yet we saw the global ethics and compliance community come together to ensure continuity in their work. We experienced a unique level of commitment from our Asia Pacific leaders who were tasked with re-imagining their ethics and integrity programs. While we weren't able to get together in person, we were pleased to be able to host 4 virtual roundtables over the last year, and launch the first Asia Pacific Magazine. Despite being virtual, we were still able to collaborate to create data from snap polls and share program resources with one another through the virtual BELA AsiaPac Member Hub.

We've put together this recap to showcase the work that the community did over the past 12 months, and to begin planning kick off for year 3 of the BELA AsiaPac Chapter. We're honored and excited to be able to continue to work with a world-class community of committed, experienced ethics and integrity leaders.

We will follow this message to schedule time that we can continue to discuss how the BELA AsiaPac chapter can continue to develop relevant and helpful tools to support ethics and integrity efforts across AsiaPac.



**AARTI MAHARAJ, M.A.**  
Managing Director, BELA South Asia and Asia Pacific and VP, Global Partnerships and Communications



**KEVIN MCCORMACK, J.D., M.B.A.**  
Senior Vice President and Executive Director, BELA



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# Inspiring A Culture of Continuous Improvement

## BELA ASIAPAC YEAR 2 OBJECTIVES:

- Further establish an active community of Ethics and Compliance leaders committed to supporting the development of best-in-class ethics and integrity programs across Asia Pacific.
- Together, create resources that can be shared across the BELA AsiaPac Chapter, and also to the broader AsiaPac business community, which highlight best practices in ethics and integrity.
- Create regional research designed to help establish frameworks and benchmarks for companies to use in measuring and improving their programs.
- Curate resources such as magazines, provide region-specific data cuts and more to help the community raise the bar on global integrity.



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# BELA ASIA PACIFIC MEMBERS

Thank you to the following organizations for their support of the BELA AsiaPac Chapter

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## PARTICIPATING COMPANIES

# 60+ Companies participated in APAC Activities and Shared Strategy, Tactics and Lessons Learned

3M  
Abercrombie and Fitch Co  
Accenture  
ACCOR Hotels  
Allstate Insurance Company  
Arthur J. Gallagher  
ATT Services, Inc.  
Avnet Inc  
Bain Capital  
Baker McKenzie  
Bayer AG  
Boeing  
Bytedance  
Bridgestone  
CBRE Inc.  
Charoen Pokphand Group Co.,Ltd.  
Coca Cola  
Cognizant  
Continantal  
Crawford & Company  
Dell Inc.  
Diageo

Dun & Bradstreet  
GE  
EY  
FedEx Corporation  
Finsbury Glover Hering  
Honeywell International Inc.  
Intel Corporation  
IBM  
JLL  
Johnson Controls-Hitachi Air Conditioning  
Johnson Controls, Inc.  
Kimberly-Clark Global Sales, LLC  
KKR & Co. L.P.  
Lenovo Group Ltd  
Lockheed Martin Corporation  
LVMH Moet Hennessy Louis Vuitton Inc.  
Microsoft Corporation  
Modec International Inc.  
Morrison & Foerster LLP  
Nissan Motors  
Nokia Corporation  
nVent

Omega Compliance Ltd.  
ON Semiconductor  
Orica Inc  
Panasonic Avionics  
RELX  
SAP AG  
Schneider Electric  
SNC-Lavalin  
Sony Corporation of America  
Splunk  
The Bank of Nova Scotia (ScotiaBank)  
The Boeing Company  
The Coca-Cola Company  
The Prudential Assurance Company Singapore  
Uber Inc  
Unilever  
Virgin Australia Airlines Pty Ltd  
Western Digital Corporation  
William E. Connor & Associates Ltd.



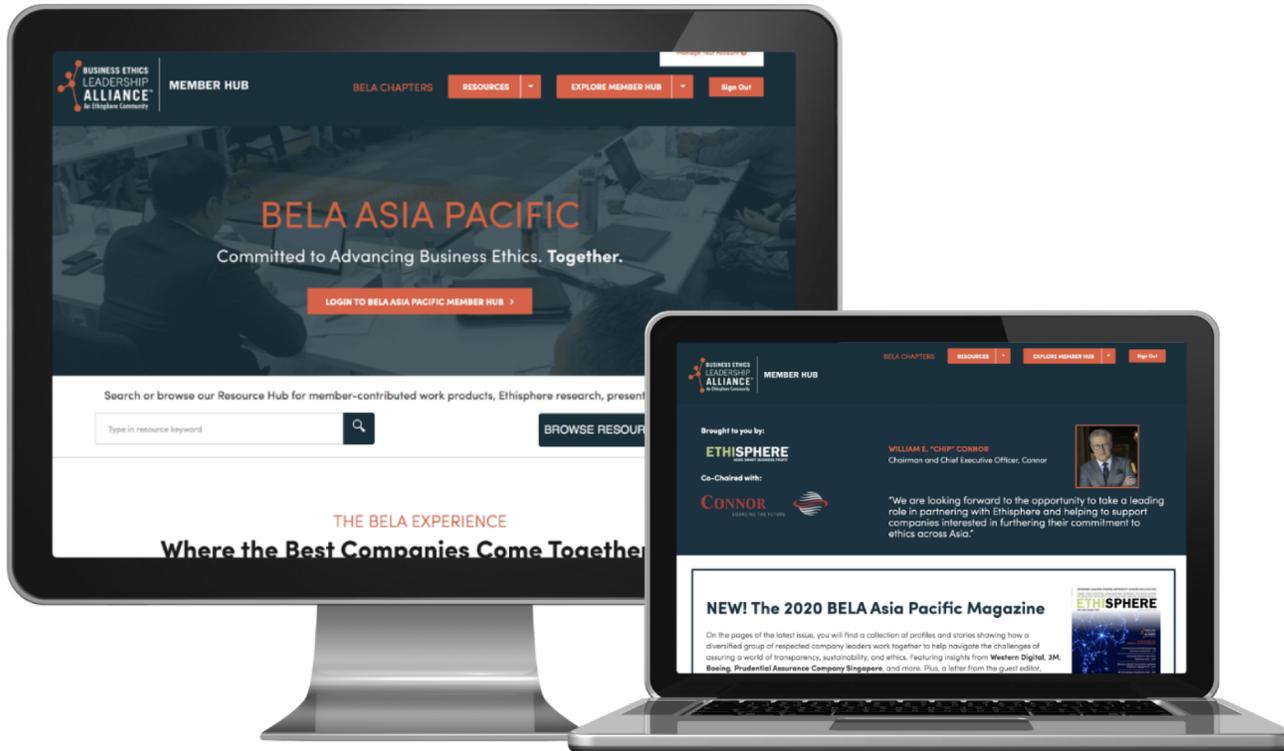
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# SHARING INSIGHT ACROSS THE COMMUNITY: Company Best Practices within AsiaPac Hub



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## 30+

New Contributions

Quarterly detailed roundtable recaps with data and presentations

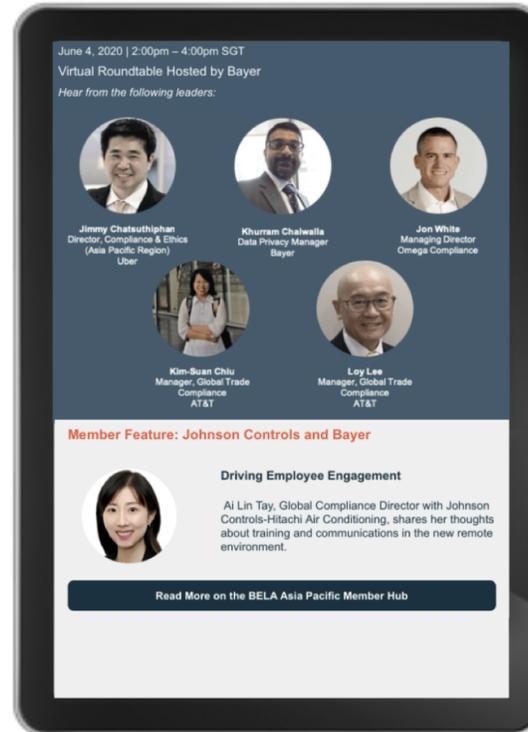
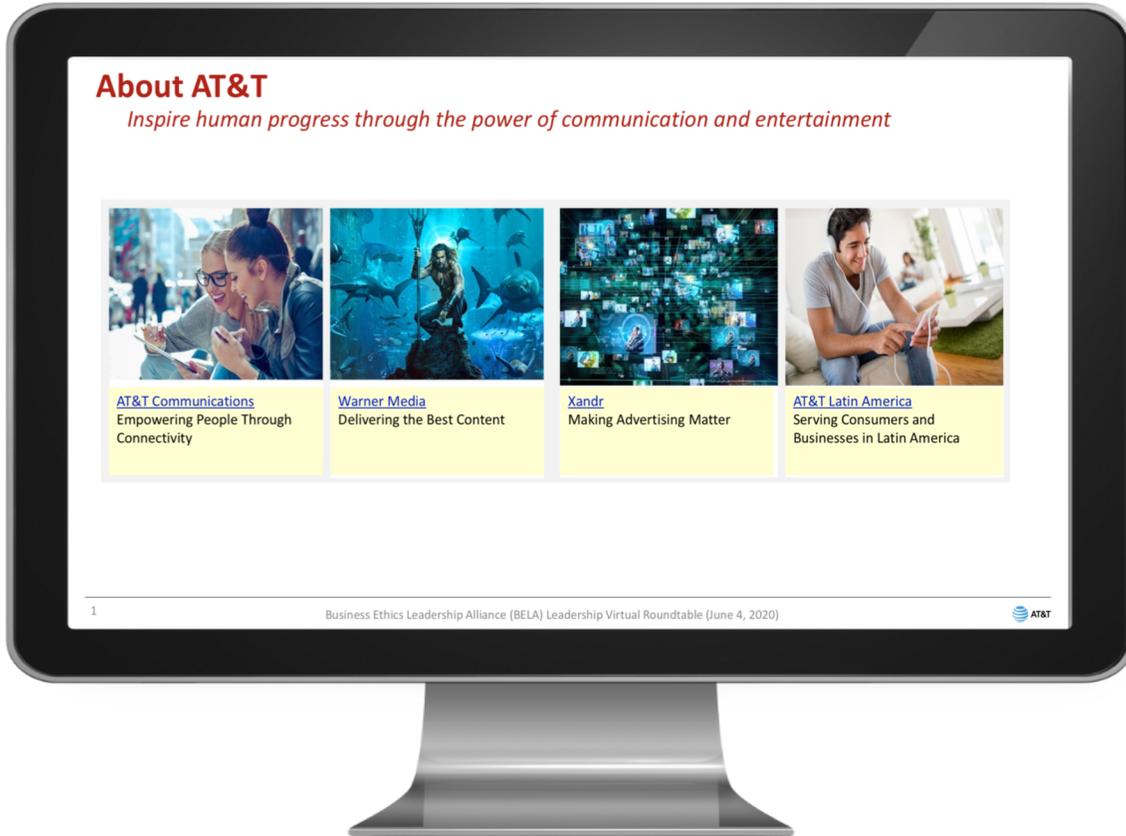
## 20+

APAC Magazine contributions

Member-driven topics include:  
Promoting a speak up culture  
Cybersecurity and data privacy  
Policy framework

# AsiaPac Community Discussions and Connections

VIRTUAL ROUNDTABLE – JUNE 4<sup>TH</sup>, 2020



## Additional Participating Organizations:

- Accenture
- AT&T
- Avnet
- Bayer AG
- CBRE
- Crawford & Company
- FedEx Corp
- GE
- Johnson Controls
- Johnson Controls-Hitachi Air Con.
- JLL
- Lenovo
- LVMH Moët Hennessy
- MODEC
- Omega Compliance
- Panasonic Avionics
- Prudential Assurance Singapore
- SAP AG
- The Coca Cola Company
- Uber
- Unilever
- Western Digital Corporation

[ACCESS THE RECAP ON THE APAC MEMBER HUB>>>](#)



# Sharing Insight Across the Community: Company Best Practices within AsiaPac Hub



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**TRUST, TRANSPARENCY, TECHNOLOGY, AND CHANGE**

We are in the midst of a profound re-ordering of relationships in the global commercial sphere that is leaving no industry and no business untouched.

Like all business transformations, this one is being fueled by rapid technological change and generational attitudes and behaviors.



**Ethical Leadership**

**Responsible Business Alliance (RBA)**

**American Apparel & Footwear Association**

- Takeaways**
- Reputation is everything
  - Take a proactive, holistic approach to manage corruption risks
  - Map your risk
  - 3rd Party Declarations
  - Reinforce policies
  - Utilize technology
  - Protect your data

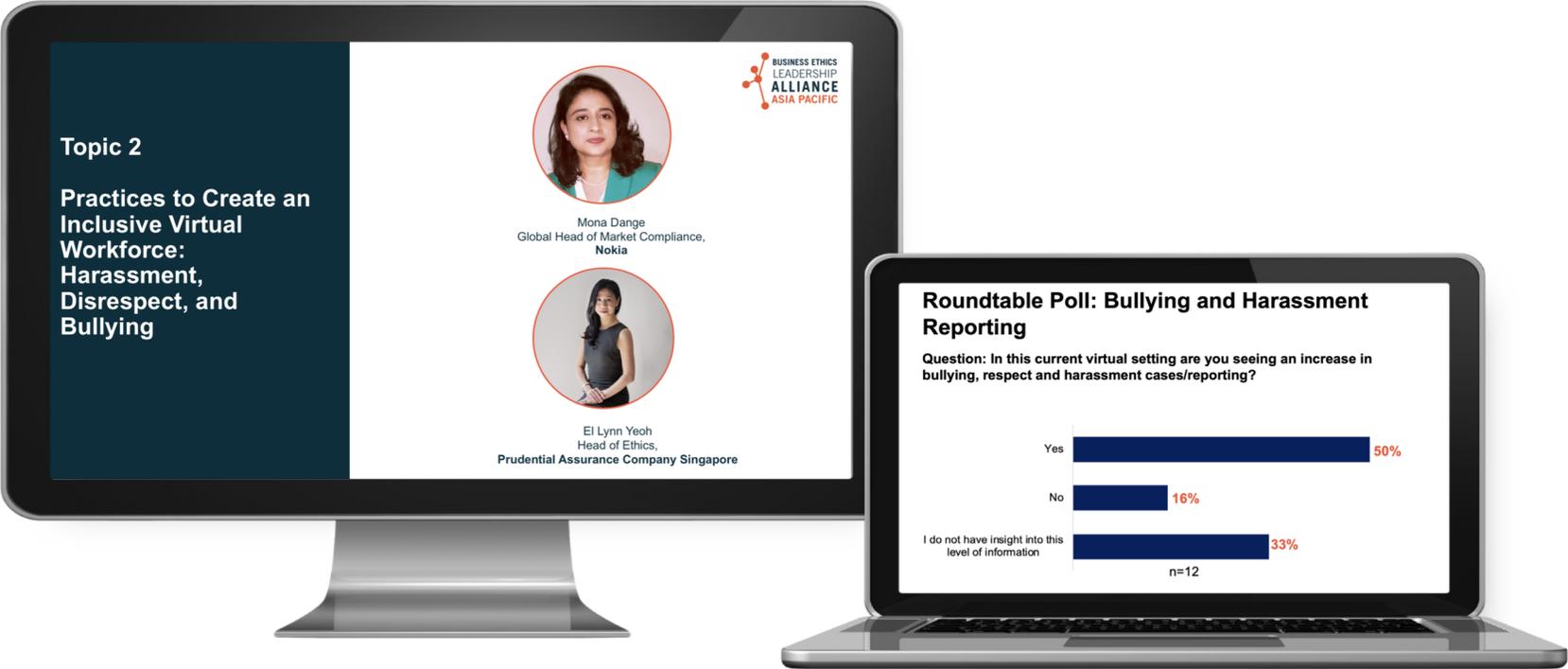
- Ethical Culture vs Culture of Corruption**
- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Company of choice</li> <li>• Recruitment of high level candidates</li> <li>• Retention of good staff</li> <li>• Environment of trust</li> <li>• Innovation, creativity</li> <li>• Open communication</li> <li>• Employee engagement</li> <li>• Teamwork</li> <li>• Less time spent on unethical conduct = more time on development and excellence</li> </ul> | <ul style="list-style-type: none"> <li>• Fear and uncertainty</li> <li>• No one asks questions or raises concerns or new ideas</li> <li>• Abusive language, poor attitude or other forms of disrespect</li> <li>• Favoritism / cliques</li> <li>• Poor morale and lack of teamwork</li> <li>• Sense of entitlement</li> <li>• High fatigue which can lead to frequent or increased absenteeism as well as higher level of attrition</li> <li>• High number of retaliatory</li> </ul> |
|---|--|

**MORE FROM OMEGA COMPLIANCE ON THE APAC MEMBER HUB>>**

# AsiaPac Community Discussions and Connections

Virtual Roundtable - Dec 3<sup>rd</sup>, 2020

HOSTED BY: **NOKIA**



[ACCESS THE RECAP >>](#)

## Additional Participating Organizations:

- Abercrombie & Fitch
- Accenture
- Allstate Insurance Company
- AT&T
- Bain Capital
- Boeing
- Bridgestone
- Charoen Pokphand Group
- Cognizant Tech Solutions
- EY
- Johnson Controls
- KKR
- Lockheed Martin
- LVMH Moet Hennessy
- Microsoft Corporation
- Morrison & Foerster
- Nissan Motors
- Nokia Corporation
- Omega Compliance
- Orica Limited
- Prudential Assurance Singapore
- The Coca-Cola Company
- Virgin Australia Group
- RELX Group
- Unilever



# AsiaPac Community Discussions and Connections

**VIRTUAL ROUNDTABLE - APRIL 8<sup>TH</sup>, 2021**

**TOPIC 1:**  
Managing Data Breaches and Reputational Risks



Ramesh Moosa  
Asean and Singapore Forensic & Integrity Services Leader  
**EY**



Alex Iftimie  
Partner  
**Morrison & Foerster**



Nick Maginot  
Oceania Forensic & Integrity Services Forensic Data Analytics Leader  
**EY**



Ben Richardson  
Partner  
**Finsbury Glover Hering**

**TOPIC 2:**  
Culture: The Why, the What and the How of Measuring and Supporting Your Organization and Third Parties



Kapil Kirpalani,  
Chief Compliance Officer, Asia-Pacific,  
**KKR**



Jon White,  
Managing Director,  
**Omega Compliance**



Piya Haldar,  
Director, Integrity and Compliance,  
**Honeywell**

## Additional Participating Organizations:

3M  
Accenture  
Bank of Nova Scotia  
Bayer AG  
Charoen Pokphand Group  
Cognizant Tech Solutions  
Coca Cola  
CBRE  
Dell  
Diageo  
Dun & Bradstreet  
General Electric  
IBM  
Johnson Controls  
Modec  
Nokia Corporation  
On Semiconductor  
Orica Limited  
Prudential Assurance Singapore  
Unilever



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BUSINESS ETHICS  
LEADERSHIP  
**ALLIANCE**  
ASIA PACIFIC

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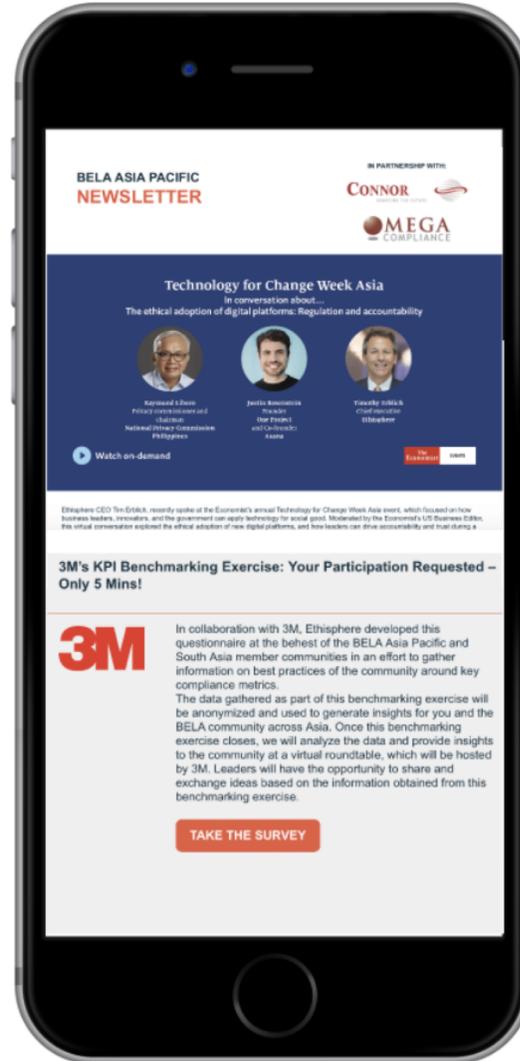
**CONNOR**  
SOURCING THE FUTURE



**MEGA**  
COMPLIANCE

# BEST PRACTICES FROM THE FRONT LINES: BELA AsiaPac Chapter Newsletter

Member-driven monthly APAC newsletters are designed to keep the community **engaged and informed**



**150+**  
APAC leaders

**325+**  
BELA members have  
access to APAC resources

# BELA AsiaPac Magazine



IN PARTNERSHIP WITH:



## CONTRIBUTING ORGANIZATIONS:

- Accenture
- Bayer AG
- 3M
- Baker McKenzie
- Boeing
- CBRE
- Coca Cola
- EY
- Honeywell International
- Johnson Controls-Hitachi Air Con.
- Morrison & Foerster
- Omega Compliance
- On Semiconductor
- Prudential Assurance Company
- Singapore
- Schneider Electric
- Splunk
- Western Digital (Thailand) Co. Ltd.,
- William E. Connor & Associates

**BELA Asia Pacific**

In the Asia Pacific (APAC) region, we deploy the values in our Code through a staffing and development strategy that is risk based and leverages the unique skills and talents of our team. Members of the EAC team are physically located where we have centers of business operations, such as Singapore, China, Hong Kong and India. Given the high profile of our operations, the members of the EAC team have backgrounds and skills that complement the risks such as legal, finance, investigations, data analysis and project management. This structure and approach were designed to ensure that ethics and compliance is embedded across APAC operations in the region.

Members of the EAC team regularly travel to ensure that they visit all centers in the APAC region where we have operations. These visits include holding discussions with management about emerging risk areas or business strategies, providing in-person training, advising, and answering questions about the elements of our compliance program or conducting interviews. The APAC team advises on and facilitates the implementation of APAC compliance programs, for example, 3M has a global process for conducting risk-based due diligence reviews of our third party

**DRIVING RESPONSIBLE ETHICS AT 3M**

It is often said that the best defense is a good offense. At 3M, our Ethics & Compliance program is designed to proactively address conditions that may trigger risk. Written by Gerard Rodan Macko, Compliance Director, 3M.

3M is a global company with over 70 countries, but we sell in over 100. The Foundation for our program is the same. At 3M, which is part and positions 3M for long-term growth, we apply the same ethics and compliance principles to all global employees when the always clear.

**BUSINESS LEADERS PROPEL INTEGRITY ACROSS ASIA PACIFIC**

CBRE, PRUDENTIAL SINGAPORE, BOEING, 3M AND MORE ON BUILDING INTEGRITY THROUGH DATA-DRIVEN TRANSPARENCY

**ETHISPHERE**

GOOD. SMART. BUSINESS. PROFIT.™

SPECIAL EDITION // 2020

**BUSINESS ETHICS LEADERSHIP ALLIANCE ASIA PACIFIC**

In Partnership with William E. Connor & Associates

Coronavirus outbreak impacting business operations – p.7

Western Digital Corporation explains employee engagement – p.12

3M on taming compliance risks – p.16

Schneider Electric discusses Cybersecurity – p.23

EY's Integrity Agenda – p.29

**BELA Asia Pacific**

**LISTEN, LEARN, MEASURE AND PRIORITIZE**

Business Ethics Pacific Region

BELA South Asia and Africa

**SPEAKING UP**

» THIS ISSUE'S LETTER FROM THE GUEST EDITOR «

**Dear Reader,**

To take six years to build a reputation and five minutes to ruin it. These words from business icon Warren Buffett, the longest serving CEO on the Fortune 500, should be displayed on the walls of every company seeking growth and prosperity. Today, where youngest consumers in particular often have their purchasing and investing decisions not only on what a company produces or the services it provides, but by who they are, and the values they embrace – a culture of integrity is vital.

Welcome to the 2020 Business Ethics Leadership Alliance (BELA) Asia Pacific edition of Ethisphere Magazine. I am honored to represent W.E. Connor & Associates Ltd. and serve as the Guest Editor of this publication, presenting articles about best practices in ethics and corporate governance from compliance leaders across the Asia Pacific region.

This publication is part of a broader partnership between William E. Connor & Associates Ltd., Omega Compliance Ltd., and Ethisphere – the goal of which is to convene a community of leaders across the Asia Pacific region committed to furthering a strong culture of ethics and who will share and benchmark with each other to ensure the highest levels of integrity across their operations. Together, this community will help define and codify leading practices in ethics and compliance across the Asia Pacific region. Why? Because, as Buffett notes, ethics, integrity and reputation matter.

As Warren Buffett stated, a reputation takes only 5 minutes to lose. So, together, let's lead the way. Let's set the gold standard for our industry. Let's be proactive in regularly monitoring data, metrics, and ensuring environmental, sustainability, the articles and in-depth research address a common theme: The need for company leaders to build and sustain an environment that nurtures a strong ethical culture.

At Connor, we partner with our clients in managing their supply chains. We act as their alter ego, providing them with a wholly transparent global footprint. To that end, we maintain a rigorous program of ongoing audits to ensure that all suppliers are effectively benchmarked against stringent social, labor, human rights and environmental standards. All suppliers must abide by our Code of Conduct, the strictest in the industry. It is more than risk. We lead by example. We will not risk the reputation of ourselves or our Clients.

Mitigating supply chain risk is easier said than done. It requires relentless, on-the-ground vigilance. It requires that companies do more than publish compliance statements and react to issues that might arise. Rather, companies, together with their supply chain partners, must be proactive in regularly monitoring data, metrics, and ensuring environmental, sustainability, the articles and in-depth research address a common theme: The need for company leaders to build and sustain an environment that nurtures a strong ethical culture.

The companies featured in this publication provide insight into the challenges that matter to today's business leaders. We show how a diverse group of respected company leaders work together to help navigate the challenges of assuring a world of transparency, integrity, and ethics.

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Sincerely,

**William "Chap" Connor**  
Chairman and CEO  
William E. Connor & Associates

**BELA Asia Pacific**

Business integrity is one area where there is no need to compete. In fact, the more ethical our ecosystem becomes, the more each company gains.

From country to country, making this unrealistic. Chasing perfection is no bad thing but those companies that recognize the need to constantly review their progress? We need to approach this with a level of sensitivity.

With a network of teams stationed at 100+ locations across the APAC region, we are uniquely positioned to identify and address corruption and unethical subcontracting. With an industry leading compliance program, and client services in Hong Kong and the United States, Omega places its partners at the center of its business. We pride ourselves on achieving excellence with each client, and we are committed to the highest standards of integrity.

Learn more about Omega here: <https://www.omega.com/hk/en>

**About Omega Compliance**

Every day many of the world's most trusted brands put their faith in Omega. They endeavor to work with suppliers who operate ethically and free from corrupt practices. Omega goes beyond supply chain monitoring. With a network of teams stationed across the globe, we provide deep expertise in navigating the risks of unethical subcontracting in Thailand or worker retention exceptions in China, as well as broader industry issues such as supply chain corruption and unethical subcontracting. With an industry leading compliance program, and client services in Hong Kong and the United States, Omega places its partners at the center of its business. We pride ourselves on achieving excellence with each client, and we are committed to the highest standards of integrity.

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**BELA Asia Pacific**

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Sincerely,

**William "Chap" Connor**  
Chairman and CEO  
William E. Connor & Associates



BUSINESS ETHICS  
LEADERSHIP  
**ALLIANCE**  
ASIA PACIFIC

IN PARTNERSHIP WITH:

**CONNOR**

SOURCING THE FUTURE



**MEGA**  
COMPLIANCE

# We Hear You! More Data Coming

## 2020-2021 RESEARCH PROJECT: MEASURING CULTURE

A common challenge identified by the community over the course of the year was a lack of meaningful benchmarks and data associated with Asia Pacific—specifically around culture and integrity program practices. In an effort to address this growing need for data, we scoped out a research project with the AsiaPac community.

Driven by leaders from **Johnson Controls**, **Nokia** and **EY** – the findings from this project will be shared in early July. The resources and data collected will be used to support medium and large companies with a significant presence in Asia Pacific. *This tool will be free and publicly available for anyone to use.*

### WORKING COMMITTEE LEADERS:



**Mona Dange**  
Global Head of Market  
Compliance, **Nokia**



**Sonali Narasimhan**  
Regional Head of Compliance,  
Asia Pacific, **Johnson Controls**



**Ramesh Moosa**  
Partner, Forensic & Integrity  
Services, Asean & Singapore  
Leader at **EY**

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# MOVING FORWARD WITH BELA APAC: Our Year 3 Goals

As we develop a roadmap for Year 3 of the Asia Pacific Chapter, Ethisphere will be connecting with Chapter members to discuss the following:

- What are the top 3 priorities of your E&C program for the next 12 months?
- What do you view as the top ethics challenges for your organization across AsiaPac?
- Which stakeholders would you like to see benefit or be included within the work of the AsiaPac Chapter? (Third parties/suppliers, executive leadership/board, peer companies, etc.)
- What have you found helpful about the Chapter? What additional support can BELA provide?
- Asia Pacific Summit: December, 2021. This Summit will be driven by a BELA Asia Pacific working committee. More details in the coming weeks.



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