



12TH ANNUAL  
GLOBAL ETHICS SUMMIT

RECAP VOLUME 1

CULTURE

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[View Resources](#)

# WELCOME

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We all knew that the 2021 Global Ethics Summit was going to be very different. We challenged ourselves by introducing a simple theme for our first-ever virtual Global Ethics Summit: For the Better. We achieved that status and more. Here's why...

- **Record-breaking participation:** The Summit upheld our tradition as the largest annual assembly of our Business Ethics Leadership Alliance (BELA) community. This year, BELA participation nearly tripled and accommodated larger geographically dispersed teams.
- **Unparalleled expertise:** The Summit featured more than 50 hours of expert insights, both live and on-demand. We tapped into the knowledge of 125 faculty members who were candid, offered practical advice and inspirational words of wisdom. BELA anchored and enriched the shared knowledge by comprising 60% of the faculty.
- **Strategic partners:** Our global BELA partners – including EY, Baker McKenzie, and Morrison & Foerster - and Summit sponsors share in our vision to help clients and stakeholders improve. Each year they inject an impressive level of expertise to fuel conversations, but this year required even more focus on transformational solutions. We are proud to work with some of the finest organizations that embody this level of adaptation and sophistication.
- **Latest approaches:** The variety of keynote conversations, deep-dive breakouts, a new Ask the Expert series, and written resources offered insights on some of the leading issues that the BELA community continues to analyze. At a premium was commentary on remote investigations, culture measurement, updated DOJ guidance, digitalization of compliance, and more. Leaders also shared approaches to some of the most challenging issues today, including social justice, the race for vaccination, and employee well-being.

We curated all of the sessions along with additional resources into topically-oriented 'Knowledge Centers' featured on the Summit website. As a BELA member, you have complimentary access, and we encourage you to make this an immersive experience for your C&E colleagues, teams, and business partners. Revisit, discuss, and evolve plans to create more integrity-based pathways for your programs.

Erica Salmon Byrne and I joined you in real-time from a live studio. We thought it was cool. We had fun and we learned plenty. We hope you did too. It was all designed for the better, and thanks to the BELA community, it was.

This recap cannot possibly capture everything that made this Summit as indelible as any event we have ever held. I hope it serves as a guide to how BELA companies, and the leaders within, are driving business performance that is founded in ethics and integrity.

With deepest gratitude and admiration,



**Kevin McCormack, J.D., M.B.A.**

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**Senior Vice President and Executive Director, Business Ethics Leadership Alliance (BELA)**

# GLOBAL ETHICS SUMMIT 2021: CULTURE

At this year's 2021 Global Ethics Summit, culture was a major topic of interest for many leaders and organizations around the globe. That's why this recap is dedicated to all things culture-related.

Ethical culture is so important. We all know that employees value working in an environment in which they believe that the company and their peers are committed to doing the right thing. They feel more comfortable speaking up when something isn't right...and importantly, in other ways, like when they have a great product idea, in meetings, and to leadership.

There is value in these voices.

A culture grounded in ethics has tangible business benefits. Our data shows that companies prioritizing business integrity have better long-term performance. We also know that when ethics is taken seriously, employees are more likely to report concerns internally rather than taking other approaches, such as calling regulators.

It's easy to say 'we have a culture of compliance.' The real question is how do you know? How does ethics thrive at every level and across every region? How do you evolve programs to maintain engagement?

In this recap, we share sessions and perspectives highlighting the important ways that companies are working to embed integrity in their organizations. We hear how leaders are taking innovative approaches to address tough issues such as employee mental health and remote work environments. The sessions also offer practical advice for improving programs based on actual experiences.

I invite you to read on, watch the sessions, and take away practical ideas from these inspirational insights.



At the Global Ethics Summit, we are so honored to hear from senior leaders committed to building **world-class programs** and sharing their insights so that others may learn and improve.

It exemplifies a phrase we often use: 'there's no competition in compliance.'



**Erica Salmon Byrne, J.D.**

**Executive Vice President  
and Chair of the Business  
Ethics Leadership Alliance  
(BELA)**



# CULTURE IN THE ORGANIZATION

SENIOR LEADERS DISCUSS THE IMPORTANCE OF BUSINESS INTEGRITY

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## FEATURED SESSIONS:

- **Integrity vs. The Virus: Pfizer and Regeneron Pharmaceuticals on the Role of Values, Transparency, and Public Trust**
- **The CEO Conversation: Flex, Premier Inc., and Husch Blackwell discuss Creating Stakeholder Value for the Long-Term**
- **Business Survival, Preserving Company Culture, and the Future of Work**

# HOW TRANSPARENCY BOOSTED PUBLIC UNDERSTANDING OF THE PHARMA INDUSTRY

During this Center Stage Conversation, integrity leaders, Beth Holly, Senior Vice President, Associate General Counsel & Chief Compliance Officer, **Regeneron Pharmaceuticals, Inc**, and Rady Johnson, Executive Vice President, Chief Compliance, Quality & Risk Officer, **Pfizer**, discussed how their companies leaned on their culture and values to provide unprecedented transparency and earn the public trust in a time of heightened stakes and scrutiny.

Holly and Johnson reflected on:

- The new partnerships they developed
- Balancing normal operations alongside pandemic response, how silos were broken down
- Ways the industry has been changed by new collaborations
- How transparency boosted the public's understanding of the industry and may translate into sustained trust going forward

[Watch Full Session in the Knowledge Center](#)



Because we had an established system of integrity and trust that we are proud of, when everything started moving quickly— **it was just recalibrating that system**, and we didn't need to do anything differently.



**Rady Johnson**

**Chief Compliance, Quality and Risk Officer, Executive Vice President, Pfizer**

[Read Law.com's Full Session Coverage](#)



“

Having a **strong culture of compliance and integrity** enabled us to **pivot** and move quickly, this is the payoff —we view ourselves as **business enablers**.



**Beth Holly**

**Senior Vice President,  
Associate General  
Counsel & Chief  
Compliance Officer,  
Regeneron  
Pharmaceuticals, Inc.**

*Integrity vs. The Virus: Pharma  
Leaders on the Role of Values,  
Transparency, and Public Trust*



[View Session](#)

# CEOS DISCUSS LESSONS LEARNED IN THE PAST 12 MONTHS AND ITS IMPACT ON CULTURE AND ETHICAL LEADERSHIP

Leading thinkers and do-ers in business ethics came together for a Center Stage conversation featuring Revathi Advaiti, Chief Executive Officer, **Flex**; Michael Alkire, President and Incoming Chief Executive Officer, **Premier Inc**; and Catherine L. Hanaway, Chair, **Husch Blackwell**.

In this session, the CEOs discussed key lessons learned in the past 12 months; and also answered how the pandemic has hindered performance, culture, access to talent, and ethical leadership.

Alkire emphasized the importance of ethics, particularly during times of disruption. Premier Inc. is a 10-year recipient of the World's Most Ethical Companies designation and integrity is central to the ethos of the company.

Advaiti shared that it all came down to culture. In the session, she explained that one of the core tenets at Flex is to do the right thing. For example, when customers needed help to locate medical equipment or get a factory started up that has never produced a product before, Flex employees took the challenge head-on, and stepped up because it meant the company was impacting and improving the pandemic, she said.

[Watch Full Session in the Knowledge Center](#)



Even more important is building a culture to **sustain in times of crisis**—and it takes a long time to build that culture.



**Catherine L. Hanaway**

**Chair, Husch Blackwell**

When you have really, really strong processes and you have a **strong ethical culture at the core of the business**, you are able to respond as quickly as possible to events like the global pandemic.



**Michael Alkire**

**President and Incoming Chief Executive Officer, Premier Inc**



“

For me, it's fundamentally important that our culture, **our ways of working as we call it**, just incorporates the behavior we want in every individual across the world; **we're a company of people**, at the end of the day.



**Revathi Advaiti**

**Chief Executive Officer,  
Flex**

***The CEO Conversation: New Strategies for Creating Stakeholder Value for the Long-Term***



**View Session**

# ZOOM DISCUSSES BUSINESS SURVIVAL, PRESERVING COMPANY CULTURE, AND THE FUTURE OF WORK

As companies pivoted to the virtual setting, Zoom has continued to lead the way in connecting business leaders, educators, and others via its platform. In this session, Aparna Bawa, Chief Operating Officer & Interim Chief Legal Officer, **Zoom**; and Tessa J. Schwartz, Managing Partner, **Morrison & Foerster** discussed Zoom's shifting business model, strategies, and how to deal with radical changes in the business landscape.

"What we have realized is that we were able to provide a human connection to so many different people around the globe," said Bawa. "It started around the March 2020 timeframe when we realized that we are a vehicle to provide continuity for children's education. Education is very important for Zoom, it is a key value in our philanthropic endeavors."

[Watch Full Session in the Knowledge Center](#)

**MORRISON**  
**FOERSTER**



'I think there are a lot of different ways to **articulate culture and value** across your organization, but the **trick is to have some articulation.**'



**Aparna Bawa**

**Chief Operating Officer and Chief Legal Officer  
Zoom**



“

Corporate integrity is not **'greenwashing'** or being seen to be doing the right thing. Particularly **during a crisis**, integrity and a focus on compliance are paramount. It means behaving in a way that protects the organization and generates **long-term value for communities** and other stakeholders.

**Tony Jordan**

**EY Americas**  
**Forensic & Integrity Services Leader**

[Listen to the Conversation](#)





# CULTURE FOUNDATIONS

INSIGHTS ON THE ESSENTIALS OF AN EFFECTIVE ETHICAL CULTURE

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## FEATURED SESSIONS

- Ethical Culture: It Can Be Measured...But What Will it Tell You and Will it Matter?
- Kimberly-Clark on Creating and Sustaining an Upstander Culture
- Fostering a Speak Up Culture Across all Company Stakeholders
- Ethisphere Leaders Discuss Managers as Messengers—Using Breakthrough Communication Tools to Change Culture

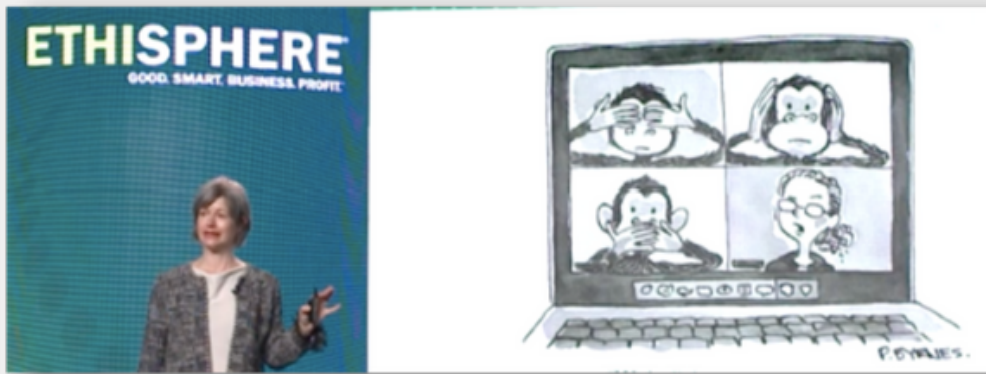
# MEASURING ETHICAL CULTURE

Culture is often casually defined as "the way we do things around here." To us, ethical culture is about whether employees know what is expected of them and are comfortable asking questions when they need help.

In this Center Stage Conversation at the Summit, Ethisphere EVP Erica Salmon Byrne discussed:

- Key trends and insights found in Ethisphere's global dataset of more than 1.1 million employee responses
- The importance of managers in fostering a speak-up culture and ways to equip them to make ethics part of the ongoing conversation
- Reasons employees don't speak up and ways to engage them through different modalities and approaches

[Watch Full Session in the Knowledge Center](#)



Demographic analysis can be so incredibly powerful, because it will give you a **sense of where the pockets are**, not only of places where you have an opportunity for improvement in your culture but equally important, the **places that are already strong**. So, never miss an opportunity to port a practice that is working from one part of the business to the other.

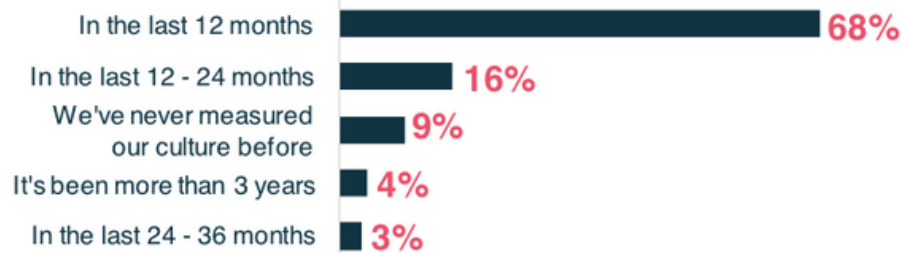


**Erica Salmon Byrne, J.D.**

**Executive Vice President  
and Chair of BELA**

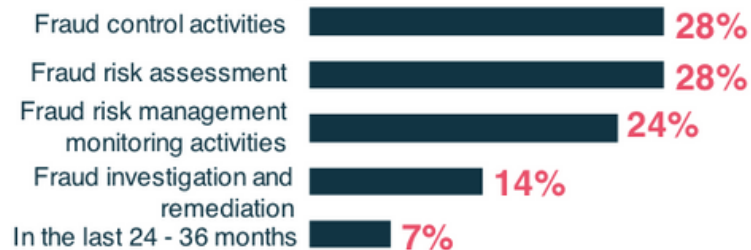
# POLLING RESULTS FROM THE GLOBAL ETHICS SUMMIT ON ETHICAL CULTURE

## WHEN IS THE LAST TIME YOU MEASURED YOUR CULTURE?



n = 131

## TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENT? EMPLOYEES IN MY ORGANIZATION CAN REPORT WRONGDOING AT WORK WITHOUT FEAR OF NEGATIVE CONSEQUENCES FOR THEMSELVES?



n = 139

At this year's Global Ethics Summit, we took a snap poll during our culture sessions to understand the frequency of measuring culture; and reporting wrongdoing at work.

# 68%

**of attendees measured culture in the last 12 months**



# KIMBERLY-CLARK ON CREATING AND SUSTAINING AN UPSTANDER CULTURE

In this session, Kurt Drake, Vice President and Chief Ethics and Compliance Officer, and Jeremy Wilson, Director, Global Compliance at **Kimberly-Clark** shared insights on the company's integrity program. They covered:

- Foundational elements to foster an upstander culture
- Integrating program objectives into the business
- Tools to continue the momentum, including an interactive code of conduct, and a champions program of local leaders to drive nudge training and communications
- CEO and executive involvement in driving integrity
- Continued risk assessment and data analysis

[Watch Full Session in the Knowledge Center](#)



Keep innovating the program...make the program **practical and real**. The more we do this, the more people will engage.



**Kurt Drake**

**Vice President, Chief Ethics & Compliance Officer,  
Kimberly-Clark**

# THE DEMAND FOR TRANSPARENCY: HOW COMPLIANCE LEADERS ARE SUPPORTING EMPLOYEES

Today, employees, consumers and other stakeholders are demanding that companies act with integrity, have a voice on issues, and share data on how they are addressing top issues.

This panel shared best practices on how data can be used to foster greater transparency and build employee confidence.

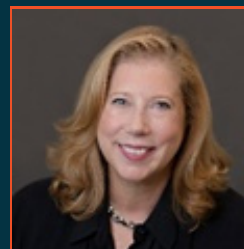
"We are going from a speak-up culture to creating a culture of trust where employees and stakeholders feel supported, and that they can trust the system. Equally as important is establishing a feeling of safety where employees can go internally to report any concern that ties into transparency, channels, and the responsiveness of the process," said Pauline Blondet, Senior Vice President Global Customer Success, **GAN Integrity**.

Amy Thawer, Head of Global Compliance & Integrity, **LinkedIn**, shared that social media continues to serve as an avenue where employees voice their concerns. "Ultimately, our goal is to inspire confidence in the company that it will do the right thing and do right by its employees."

[Watch Full Session in the Knowledge Center](#)



It's good practice to work in **tandem with other areas of the company**, supporting HR, DEI initiatives, IT, and see how you can **come together to inspire confidence among employees**.



**Lynn Usdan**

**Senior Vice President, Ethics & Compliance, LVMH Moët Hennessy Louis Vuitton Inc.**



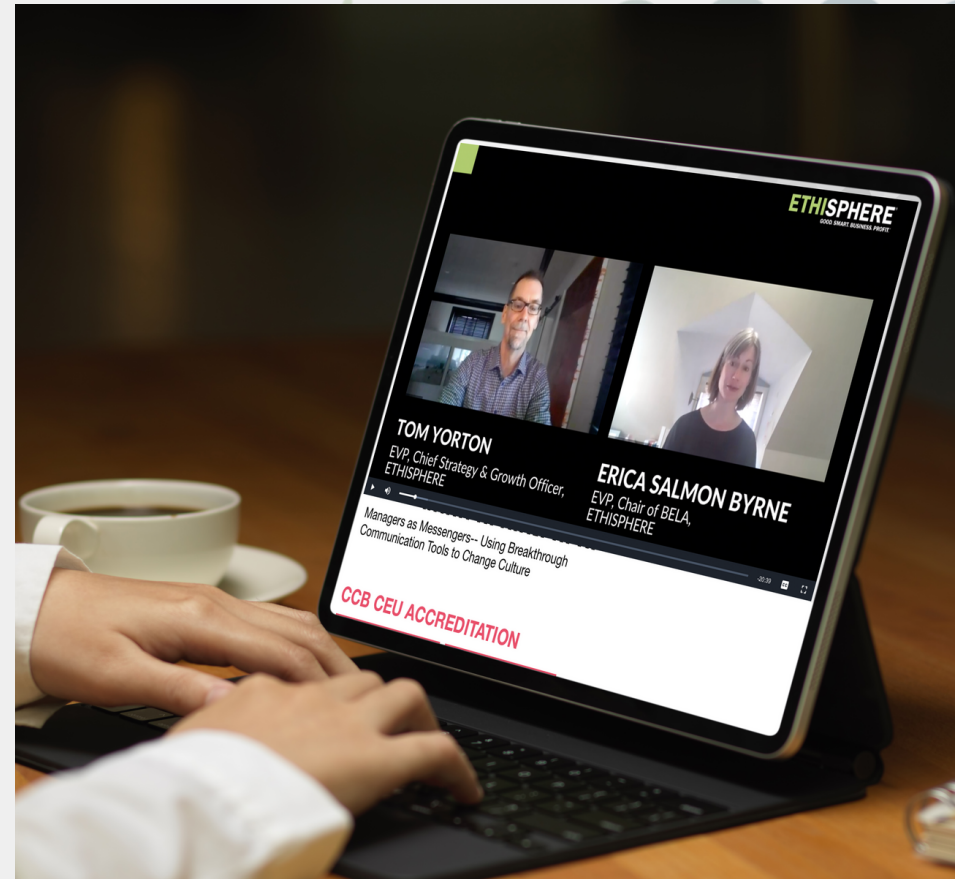
# LEVERAGING TOOLS, DIGITAL INNOVATION AND MORE TO SUPPORT A COMPANY'S CULTURE

How do you engage a global workforce and shape a culture of ethics ... across borders, time zones, and generations?

Hear **Ethisphere** leaders Erica Salmon Byrne, Chair, **BELA**, and Tom Yorton, Executive Vice President, Chief Strategy & Growth Officer discuss:

- How companies can leverage tools, digital innovation, and more to help support a company's culture
- Moving to a 'daily vitamin vs an annual inoculation' approach. Ways to foster ongoing communications about ethics and compliance
- Integrating storytelling into your communications for greater impact

[Watch Full Session in the Knowledge Center](#)



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# CULTURE TRENDS & CURRENT ISSUES

CONVERSATIONS ON WELLNESS, BEHAVIORAL SCIENCE AND IMPLICATIONS OF THE PANDEMIC

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## FEATURED SESSIONS

- **The Well-Being of People: Addressing Employee Burnout, Mental Health, and the Strain on Ethical Decision-Making**
- **Behavioral Science: Are there better ways to influence culture?**

# THE WELL-BEING OF PEOPLE: ADDRESSING EMPLOYEE BURNOUT, MENTAL HEALTH, AND THE STRAIN ON ETHICAL DECISION-MAKING

This panel, featuring Tamsin Fast, Chief Compliance Officer, **Aramark**; Keturah Pestel, Director, Business Ethics, **Thrivent**; and Melissa Stapleton Barnes, Senior Vice President, Enterprise Risk Management, and Chief Ethics and Compliance Officer, **Eli Lilly and Company**—explored:

- Ways for E&C teams to approach burnout and mental health
- Tools for balancing home and work lives
- The impact of mental strain on ethical decision-making

They also addressed the challenges of remote working and shared the following tips:

- No camera Wednesdays
- Ask your team to describe how they feel with one emoji
- Walk and talk meetings

**Now available on our Global Ethics Summit Knowledge Center:** A series on how to practice mindfulness at work, featuring Kristin Chmela, Speech-Language Pathologist, and Mindfulness Teacher.

[Watch Full Session in the Knowledge Center](#)



At Aramark, our **hospitality culture sprung into action**. We had a town hall where senior leadership devoted a significant amount of time to bring in an expert to talk about **mental health and overall well-being**.



**Tamsin Fast**

**Chief Compliance Officer,  
Aramark**





There is an underlying theme here around **communication**, and I think it underscores how very important communication is to **not only to keeping employees engaged**, but frankly to maintaining an effective ethics and compliance program.



**MELISSA STAPLETON BARNES**

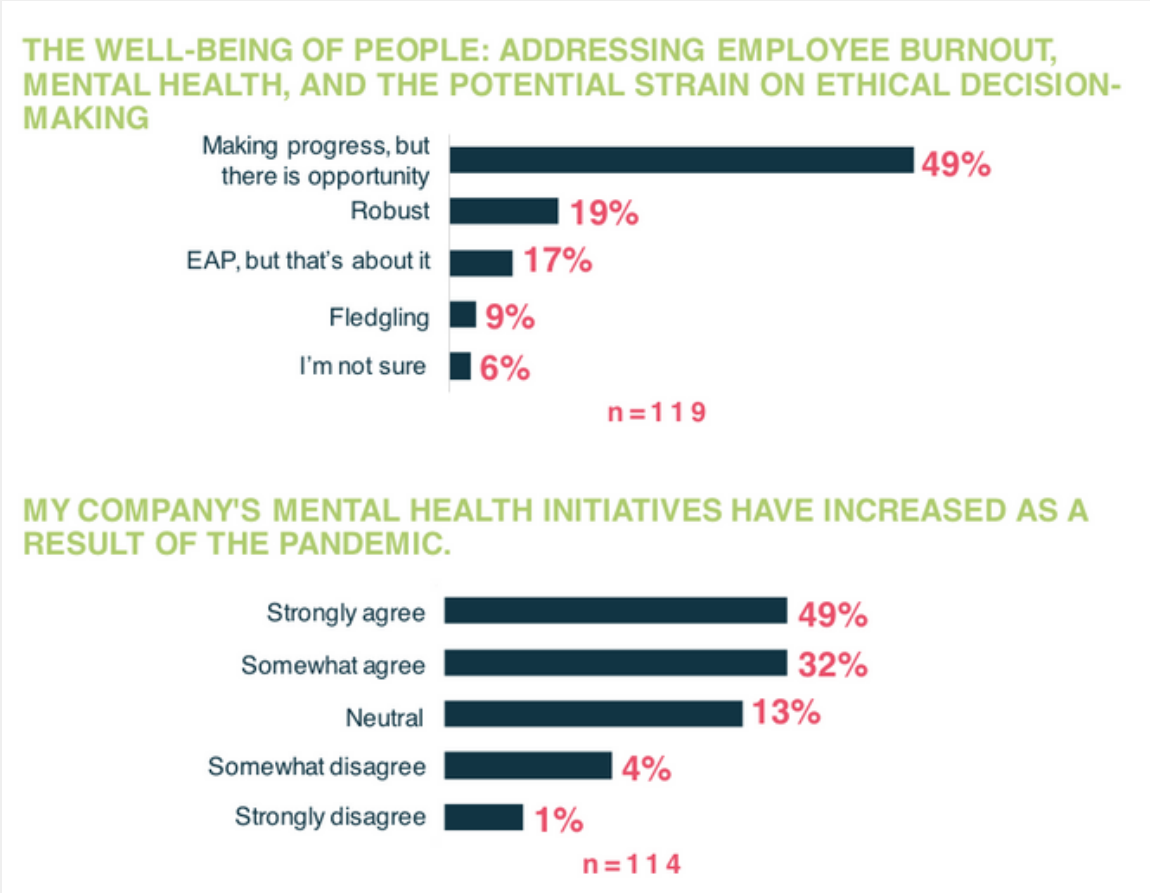
Senior Vice President, Enterprise Risk Management, and Chief Ethics & Compliance Officer, Eli Lilly and Company

*The Well-Being of People: Addressing Employee Burnout, Mental Health, and the Potential Strain on Ethical Decision-Making*





# POLLING RESULTS FROM THE GLOBAL ETHICS SUMMIT ON MENTAL HEALTH AND ITS IMPACT ON CULTURE



During this session, attendees engaged with polls that covered the employee well-being; and the uptick in mental health initiatives due to the pandemic.

**49%**

**of attendees stated that mental health initiatives have increased**

# PROMOTING A STRONG CULTURE OF ETHICS THROUGH COGNITIVE PSYCHOLOGY

In this session, Katie Lawler, Chief Ethics Officer, **U.S. Bank**, Matthew Solomon, Director of Ethical Culture, **AT&T**, Maryam Hussain, Partner, Forensic & Integrity Services, **EY**, and **Ethisphere's** Erica Salmon Byrne, Chair of the Business Ethics Leadership Alliance (BELA), explored the senior leader's role in promoting a strong culture of ethics.

Choice architecture. Nudge theory. Loss aversion. Anchoring. What do all these concepts have in common, and how can they make your conversations with employees more effective?

This session looked at leveraging behavioral science and cognitive psychology to understand where people are creating risk -- and steps to stop it.

According to Solomon, in order for a company's internal system to work, compliance leaders need to meet them where they are. However, how you do this in a large company can be a challenge and requires support from all parts of the company.

"We have all heard about 'tone messaging,' which typically focuses on 'tone-at-the top.' Is the senior leadership team speaking about ethics and integrity and making sure it is heard?" said Solomon.



There have been enormous amounts of positive change during the past 20 years in terms of our **public discourse around ethics and compliance**, but there are also recurring patterns of misconduct or unethical behavior that we keep failing to prevent or detect early, despite all of that effort. What became evident to me through my practical experience was that it's clear that a lot of **behavior is not driven by informational persuasion, but it's about the environment in which people find themselves**. By changing that environment, we can change the way in which choices are made.



**Maryam Hussain**

**EY**  
**Forensic & Integrity Services**  
**Partner**

# EY GLOBAL INTEGRITY REPORT

The 2020 EY Global Integrity Report explores the views of more than 3,000 respondents across 33 countries and examines the key actions needed for organizations to prioritize their integrity agendas'. It covers the range of risks for business during the pandemic and provides recommendations for building integrity into operations as companies deal with existing and new threats in a post-COVID-19 world.

[Read the Full Report](#)





“

Tone messaging is necessary but not always sufficient. I think as you start to propagate information throughout the organization, **you have to pay close attention to the business units you are trying to reach.** These are folk who have immense goals, their KPIs are strict.



**Matthew Solomon,**  
**Director of Ethical Culture, AT&T**

*Behavioral Science: Are There Better Ways to Influence Humans so the Culture Thrives?*







“

"LVMH is a massive organization, we have over 70+ brands under our umbrella, of which easily 40 or 50 of them are here in the US. For us, people, business, the brand is the mantra - **but every vertical will adopt this mantra in different ways.**

However, providing them with this high-level strategy ensures that we are all on the same path. Given that we are all reporting from home, we are invited into each other's lives and the **pandemic has shown us that we have more commonalities than differences.**"

**Corey Smith**

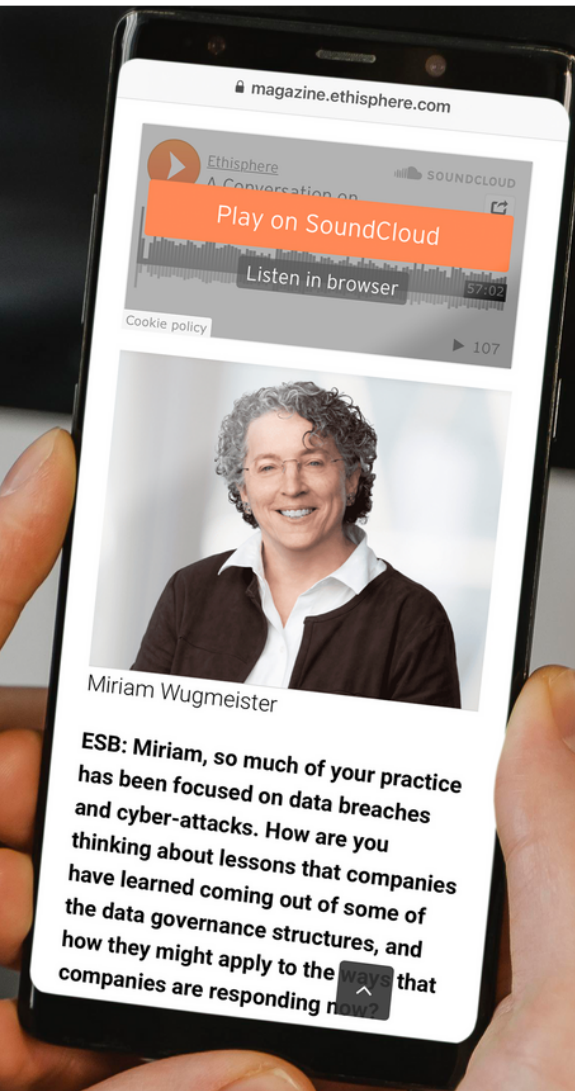
**Vice President of Diversity & Inclusion, LVMH Moët  
Hennessy Louis Vuitton Inc.**

[Listen to the Conversation](#)



# Morrison & Foerster: COVID-19 Crisis Response

Listen to the Podcast



MORRISON  
FOERSTER



# DATA & RESOURCES

ADDITIONAL INSIGHTS AND RESOURCES TO GUIDE  
CULTURE IMPROVEMENTS

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FEATURED SESSION:

- **Better Angels: Morality and Meaning in the Post-Pandemic Society**

# THE HARRIS POLL: IN THE LAST YEAR PUBLIC OPINION HAS SHIFTED

America is emerging from the pandemic as a nation changed in fundamental ways, according to longitudinal weekly surveys from **The Harris Poll**, a US market research and analytics company that has been tracking the sentiment, behaviors, and motivations of American adults since 1963.

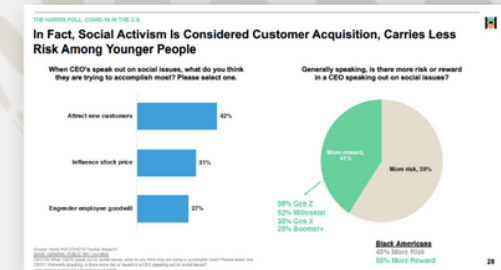
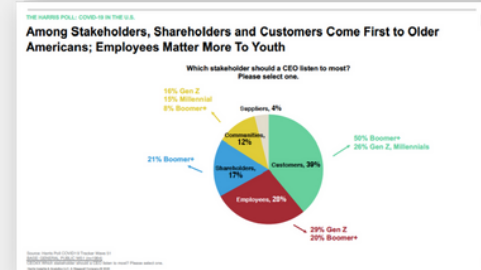
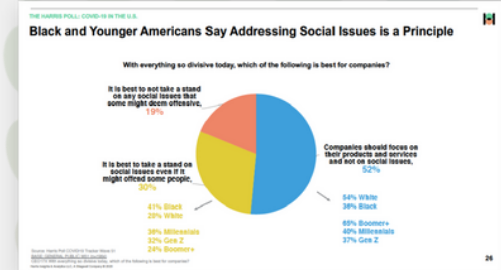
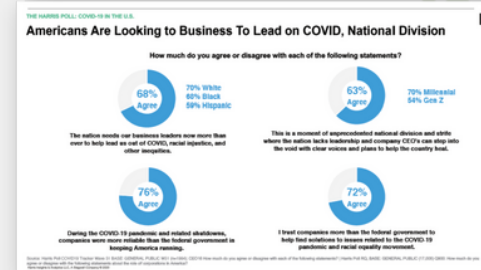
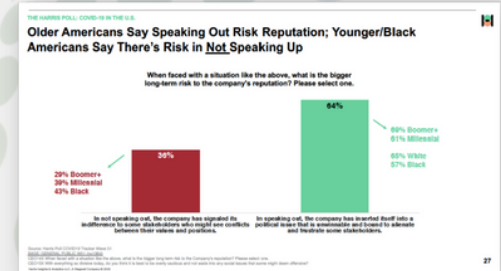
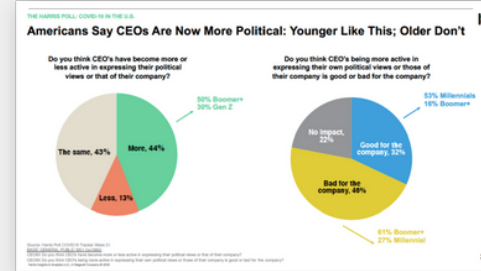
John Gerzema, Chief Executive Officer, the Harris Poll, who also serves on **Ethisphere's Equity and Social Justice Initiative advisory council**, shared his thoughts and compelling data at this year's Global Ethics Summit.

Harris data reveals that amidst the turbulence of 2020, public opinion has shifted on a range of issues from social values and voter priorities to expectations of business and leadership.

Underscoring all these changes is the theme of morality. Learn about the evolving role of business in light of the demands sound for a more equitable and just society.

**Visit the Global Ethics Summit's Knowledge Center for the full session and download the accompanying slides!**

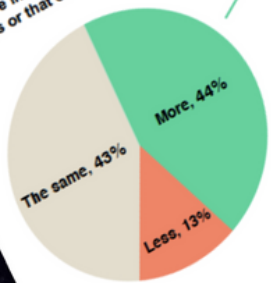
[Watch Full Session in the Knowledge Center](#)





## Better Angels: Morality and Meaning in the Post-Pandemic Society

think CEO's have become more or active in expressing their political views or that of their company?



50% Boomer+  
30% Gen Z



61% Boomer+  
27% Millennial

[View Session](#)



Our data shows that **65% of Americans are familiar with the idea of 'cancel culture' and 36% percent believe that it is a big problem.**

Over half of Americans, on both sides of the political aisles said they are concerned about losing their job if they were to express their honest views. This is significant and concerning because the **foundation of America is built upon freedom of speech**, and you have more than half of Americans that are concerned that if they express their true viewpoints online, they can actually be banned or fired.



**John Gerzema**

**Chief Executive Officer,  
The Harris Poll**



# BUSINESS ETHICS LEADERSHIP ALLIANCE (BELA)

Become an enterprise member of BELA and you and your team can engage with senior legal, ethics, and compliance leaders from 60+ industries in more than 325 companies worldwide. Be part of a community that shares best practices and expertise.

Gain access to exclusive data, benchmarking, opportunities to showcase your program, and more.

[Learn More about BELA](#)



# THE BUSINESS ETHICS LEADERSHIP ALLIANCE



The Business Ethics Leadership Alliance (BELA) is a globally recognized organization of leading companies collaborating together to share best practices in governance, risk management, compliance, and ethics.

The **Global Ethics Summit** brings together the largest gathering of BELA members, providing an opportunity to exchange views and learn from some of the world's most respected industry leaders.

BELA member organizations, inclusive of academic institutions, represent more than **60 industries** headquartered in **15 different countries**. It has become a pivotal platform of connected leadership dedicated to progressing company standards and practices across global and regional business ecosystems.

In 2017, BELA expanded to South Asia. The South Asia Chapter includes a community of select Founding Member companies and "integrity partners" who have taken on a leadership role in inspiring best practices in ethics, integrity, and anti-corruption efforts across India and South Asia. Applying a similar model, BELA's chapter expansion reaches across the Americas, Europe, and Asia Pacific.

BELA's membership has since grown to a community of 325+ companies that recognize the inherent value of promoting ethical leadership and world-class compliance culture. Learn more about BELA by visiting: <http://bela.ethisphere.com/>

## ASIA-PACIFIC



## CANADA



## LATIN AMERICA



## INDIA



## EUROPE



# THE BELA EXPERIENCE AT THE 2021 VIRTUAL GLOBAL ETHICS SUMMIT



“Influencing cultures, creating effective data-based ESG programs, and introducing new tools and processes to advance business strategies is a science and it ought to be viewed that way. The Global Ethics Summit is a chance for ethics and data ‘scientists’ to gather together, share best practices and implement the right kind of changes that create a more effective and productive business ecosystem.”



**Terry Stringer, Head of Ethics and Compliance Office & Center of Excellence at HP**

Each year, the Global Ethics Summit has a remarkable way of connecting the community so we can collectively examine problems and offer practical ways of overcoming them. This bolsters business performance and helps us as a profession enable much needed societal changes as well.”



**Sidney Majalya, Vice President, Legal & Chief Compliance Officer at Intel Corporation**

“We’re pleased to be a part of an international list of companies taking advantage of the Business Ethics Leadership Alliance and look forward to engaging and sharing insights with our peers.”



**Leigh Mulholland, Chief Compliance Officer at Capital Power**

“The Global Ethics Summit offers compliance leaders, and the legal community a great opportunity to see what other companies are doing to meet the needs of customers in what is currently a chaotic environment. We can have a positive impact if business leaders continue to drive real, positive change aligned with regulatory and compliance priorities.”



**Nancy Berardinelli-Krantz, Senior Vice President and Chief Counsel, Digital, Innovation, and Technology at Eaton**



# BELA BENEFITS

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## Connecting You to Top Leaders, Data, Resources, and Experiences

- Tap into **leading practices** for ethics and compliance programs
- **Network with senior leaders** at global and local events
- Improve your program with **resources and company contributed materials**
- **Benchmark your program** against peers and leading practices
- **Engage Ethisphere experts** to connect you to data, companies and mentors
- Access an **unparalleled data set** to engage the C-suite and Board


# The 2021 BELA IMPACT AWARDS




The BELA Impact Awards was established to honor BELA member companies and individuals who have shared a unique level of **immersion** and **vision** to advance community engagement, growth, and transformation.

This year we recognized the following leaders for their dedication and work to help advance the community.



 **Johnson Controls, Inc.**  
Community Champion

 **Eaton Corporation**  
Community Champion

 **Prudential Assurance Company Singapore**  
GLOBAL VANGUARD

 **Diageo**  
GLOBAL VANGUARD

*Community Champions: For member companies making outstanding contributions in the way of content resources, event participation, publications, and mentorship or peer-to-peer support.*

*Global Vanguards: For member companies showing exemplary leadership in expanding the reach of BELA and advancing our mission to meet the needs of a global compliance and ethics community.*

# The 2021 BELA IMPACT AWARDS



**David Huntley**  
AT&T

BELA Beacon



**RUZBEH IRANI**  
Mahindra & Mahindra Limited

BELA Beacon



**MELISSA STAPLETON BARNES**  
Eli Lilly and Company

Emeritus

*BELA Beacons: Recognized for their individual leadership and fostering the growth of the BELA community through their personal efforts and generosity in sharing their time and expertise.*

*The BELA Emeritus award: Presented for enduring and inspirational advocacy for the compliance and ethics profession over the lifetime of an individual leader's involvement with BELA.*

VIEW THE BELA IMPACT AWARDS VIDEOS

BELA Beacons

Community Champions

Global Vanguards

BELA Emeritus



# STRONG ETHICS IS GOOD BUSINESS

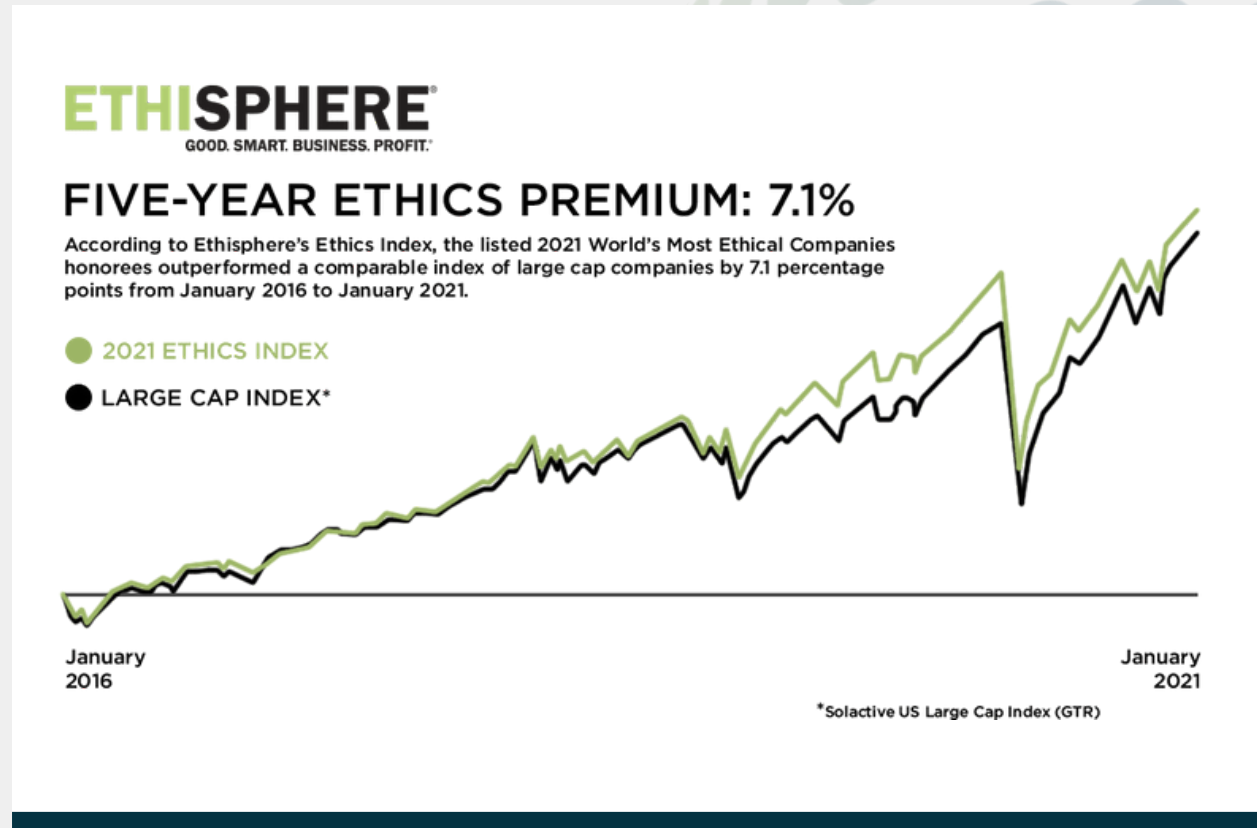
According to data from Ethisphere's 2021 Ethics Index, the collection of publicly-traded companies recognized as recipients of this year's World's Most Ethical Companies designation, outperformed a comparable index of large-cap companies by 7.1 percentage points over the past five calendar years.

The outperformance, which we refer to as the "**Ethics Premium**," has remained consistent since we began tracking the equity performance of honoree companies.

We believe this outperformance is the result of the kinds of practices that lead a company to be on our list--practices that demonstrate investment in their people, in their culture, and in their communities. We see in this data that those practices, over time, lead to stronger financial performance.

As evidenced by this continued outperformance, **ethics is good for business.**

[Download the Ethics Premium](#)



# ORGANIZATIONS REPRESENTED IN 2021

- 3M
- AARP
- ABB Group
- Abercrombie and Fitch Co
- ABM Industries Inc.
- AECOM
- AES
- Affinity Federal Credit Union
- Aflac, Inc.
- Ahold Delhaize
- Alcon
- AlixPartners
- Allegheny Technologies Incorporated
- Allianz Life Insurance Company of North America
- Amazon.com, Inc.
- American Airlines, Inc.
- American Family Insurance
- Anheuser-Busch InBev
- Apple Inc.
- Applied Materials Inc
- Aptiv
- Aramark Corporation
- Archer Daniels Midland Company
- ARM Ltd.
- Arthur J. Gallagher & Co.
- Assurant, Inc.
- Atlantic LNG
- ATT Services, Inc.
- Autoridad del Canal de Panama
- Avangrid, Inc.
- Avaya Inc.
- Avolon
- Avon Products, Inc.
- Baker Hughes
- Baker McKenzie
- Ball Corporation
- Bank of Montreal
- Baptist Health South Florida
- Baxter
- Bayer AG
- BC Hydro
- BDP International, Inc.
- Best Buy Co., Inc.
- Blue Shield of California
- Blue Yonder
- BlueCross and BlueShield of Florida
- BMO Financial Group
- Bombardier Inc.
- Bombardier Recreational Products Inc. (BRP)
- Booz Allen Hamilton, Inc.
- Boston Scientific Corporation
- Bristol-Myers Squibb Co
- Broadcom
- Brown-Forman Corporation
- Cambia Health Solutions
- Canon USA
- Capgemini
- Capital One Financial Corporation
- Capital Power Corporation
- Cardinal Innovations Healthcare
- CareFirst BlueCross BlueShield
- Carnival Corporation
- CBRE Inc.
- Cementos Progreso
- Center for Audit Quality
- Charles Schwab Corporation
- Charoen Pokphand Group Co.,Ltd.
- CHS Inc
- Cigna Corporation
- Cleveland Clinic
- Coalition for Integrity
- Cogeco
- Cognizant Technology Solutions US Corp
- Colas USA, INC.
- Colgate-Palmolive Company
- Colorado Mesa University
- Comcast Corp
- ConvaTec
- Convercent
- Cooper-Standard Holdings Inc
- Corteva
- Credicorp
- CSAA Insurance Group
- Cummins Inc
- Daniels Fund
- Dell Technologies
- Deloitte
- Deluxe Corporation
- Deutsche Telekom AG
- Diageo Plc
- Dr. Reddy's Laboratories
- DSI
- DTE Energy Co.
- Early Warning Services, LLC
- Eastman Chemical Company
- Eaton Corporation
- eBay Inc.
- Edward D. Jones & Co., L.P.
- Elanco Animal Health
- Elevate Credit
- Eli Lilly and Company
- Eller College of Management
- Endeavor
- Energizer Holdings Inc
- Equitable
- Ericsson
- Ernst & Young (EY)
- Export Development Canada (EDC)
- FactSet Research Systems Inc.
- Farm Credit Canada
- FedEx Corporation
- Fifth Third Bancorp
- FirstEnergy Corp
- Flex
- Fordham University
- Fortive Corporation
- Fresnillo plc
- Frontera Energy
- GAN Integrity
- Garnet Health
- General Electric Company
- Genpact
- Georgetown University Law Center
- Georgia Institute of Technology
- Georgia Pacific Div Koch Industries
- Goodyear Tire & Rubber Company
- Grupo Energia Bogota
- Guidehouse
- Halliburton
- Hanesbrands Inc
- HCA Healthcare
- Health Care Service Corporation (HCSC)
- Henry Schein Inc
- Hertz Corporation
- Hewlett Packard Enterprise
- Hilton
- Holland America Group
- Honeywell International Inc.
- HP Inc
- Hubbell Incorporated
- Husch Blackwell
- Husqvarna AB
- Indiana University - Kelley School of Business
- informed360
- Ingredion Incorporated
- Intel Corporation
- International Business Machines Corporation (IBM)
- International Economic Justice League, Inc.
- International Paper Company
- Intuit Inc.
- Investors Bank
- Ipsen Pharma
- JLL
- Johnson & Johnson Services, Inc.
- Kaiser Permanente
- KBR, INC
- Key Corp.
- Kimberly-Clark
- KKR & Co. L.P.
- KLA
- Kohl's Department Stores, Inc
- Laboratory Corporation of America Holdings
- Las Vegas Sands Corporation
- Lear Corporation
- Leidos, Inc.
- Lextegrity
- Lincoln Financial Group
- LinkedIn Corporation
- Lockheed Martin Corporation
- Lonza Group Ltd.
- Lowe's Companies, Inc.
- LRN Corporation
- LVMH Moët Hennessy Louis Vuitton Inc.
- Magna International Inc.
- Mahindra & Mahindra Limited
- ManpowerGroup Inc

- Mars Incorporated
- Marsh & McLennan
- Marvell Technology Group Ltd.
- Massachusetts Mutual Life Insurance Company (MassMutual)
- Mattel
- McDonald's Corporation
- Mental Health Partnerships
- MetLife, Inc.
- Microsoft Corporation
- Millicom
- Milliken & Company
- MiMedx
- Modec International Inc.
- Moderna
- Morae Global
- Morrison & Foerster
- MTA Metropolitan Transportation Authority
- Museo Carlos F. Novella
- NASA
- National Association of Black Compliance & Risk Management Professionals, Inc.
- National Grid
- National Instruments Corporation
- Nationwide Mutual Insurance Company
- Natura Cosméticos
- Netflix, Inc.
- New York Life Insurance Co
- Newmont Corporation
- NFP
- Nissan North America, INC.
- Noblis, Inc.
- Nokia Corporation
- Northwell Health
- Novartis AG
- Novo Nordisk Inc.
- Nutrien
- OhioHealth Corporation
- ON Semiconductor
- One Trust
- Orica Inc
- Oshkosh Corporation
- Otsuka America Pharmaceutical, Inc
- Owens Corning
- Pacific Dental Services, LLC
- Pacific Life Insurance Company
- Pampa Energia
- Panasonic Corporation of North America
- Pantaleon Group
- Parsons Corporation
- Paychex, Inc.
- Penn State University
- PepsiCo Inc
- Pfizer Inc
- Polaris Industries
- Premier Inc
- Principal Financial Services Inc
- Privilege Underwriters Reciprocal Exchange
- Progressive Corporation
- Public Service Enterprise Group Inc.
- PwC PricewaterhouseCoopers
- Qurate Retail Group (QVC Inc)
- Raizes Integridade e Compliance
- Ramky Enviro Engineers
- Realogy Holdings Corp.
- Reckitt Benckiser
- Redington Gulf FZE
- Regeneron Pharmaceuticals, Inc.
- Reliance Worldwide Corporation
- RELX
- Republic Services, Inc
- Research Triangle Institute (RTI International)
- Rimini Street
- Robert Half International Inc
- Rockwell Automation Inc
- SABIC - Saudi Basic Industries Corporation
- SAI Global Compliance
- Saint-Gobain Corporation
- salesforce.com, inc.
- Samsara
- Samsung Electronics America, Inc.
- Sandvik Group
- Saudi Telecom
- Schnitzer Steel Industries, Inc.
- Schweitzer-Mauduit International, Inc.
- Second City Works
- SERTECPET
- Siemens AG
- Skillsoft
- Snap, Inc. (Formerly Snapchat)
- SNC-Lavalin
- Snowfish
- Sociedad Minera de Santander S.A.S. - Minesa
- Sodexo, Inc.
- Sony Corporation of America
- Southwestern Human Resources
- Southwire Company
- Spirit AeroSystems Inc
- Starbucks
- Steelcase Inc.
- Stetson University
- STO Building Group (Structure Tone Inc.)
- Striventa
- Sysco
- Tata Steel Limited
- TE Connectivity
- Teekay Corporation
- TELUS
- Tenet Healthcare Corporatio
- Tennessee Valley Authority
- Teradata Corporation
- TEVA Pharmaceuticals USA
- The AES Corporation
- The Coca-Cola Company
- The Harris Poll
- The Hartford Financial Services Group, Inc.
- The Hershey Company
- The J.M. Smucker Company
- The Lincoln Electric Company
- The MetroHealth System
- The Nature Conservancy
- The Prudential Assurance Company Limited
- The Weir Group PLC
- The William Carter Company (Carter's Inc.)
- Thrivent Financial
- TIAA
- T-Mobile US, Inc.
- TOL
- Tom Fox Law
- Trinity Industries Inc.
- True Office Learning
- TrueBlue Inc.
- TTech Holdings, Inc.
- Tyson Foods Inc
- U.S. Bancorp
- U.S. Department of Justice, Criminal Division
- Uber Inc
- UC Riverside
- UCB, Inc.
- UL LLC
- United Services Automobile Association (USAA)
- University of Colorado
- University of Northern Colorado
- Unum Group
- UPMC Insurance Services
- US Dermatology Partners
- Virginia Tech
- Vale
- Valvoline Cummins
- Verisign Inc
- VF Corporation
- Vizient, Inc.
- VMware Inc
- Vodafone
- Volley Solutions
- Voya Financial Inc
- Waste Management Inc.
- Waypoint GRC
- Wells Fargo & Company
- WellStar Health System, Inc.
- Western Digital Corporation
- Western Union Company
- Westinghouse Electric Company LLC
- Weyerhaeuser Company
- William E. Connor & Associates Ltd.
- Wood Group
- Workday, Inc
- Wyndham Hotels and Resorts
- Xcel Energy Inc.
- Zimmer Biomet Holdings
- Zoltek
- Zoom





# MEDIA COVERAGE AND PRESS ANNOUNCEMENTS

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**Public Trust Is Key Ingredient to Fight COVID-19, Say Pfizer, Regeneron Compliance Chiefs** - *Law.com*

[Read Now](#)

**Ethisphere's 2021 Global Ethics Summit Agenda to Focus on ESG, Behavioral Science, Data Analytics, Third Party Risk Management, & More** - *Ethisphere*

[Read Now](#)

**Anti-Corruption Report, An Acuris Company** - *Acuris - Global*

[Read Now](#)

**Breakthrough Virtual Exp., Guided by an All-Star Steering Committee: Kimberly-Clark, BMO Financial Group, & More** - *Ethisphere*

[Read Now](#)

**The FCPA Report Global Ethics Summit Highlights** - *JD Supra*

[Read Now](#)


**Powerful Roster of Speakers Including C-Suite From Flex, AARP, VF Corporation, Premier Inc., Zoom at Upcoming Virtual Global Ethics Summit** - *Ethisphere*

[Read Now](#)

# SOCIAL MEDIA AT THE 2021 GLOBAL ETHICS SUMMIT

**Brian White**  
Vice President Compliance at The J.M. Smucker Co. Corporate Compliance | Enterprise Risk | Responsible Sourcing | Trade Compliance  
4w

Many thanks to **Kevin McCormack** and the entire **Ethisphere** team for the opportunity to speak at the Global Ethics Summit today. Our panel "The S in ESG: Prioritizing and Measuring Actions on Human Rights Issues" was brilliantly led by our moderator **Robert Mascola**, and included perspectives from **Nancy Reynolds** and **Cynthia Cordes**. It was an absolute pleasure to engage in an insightful dialogue around human rights practices and the important role of Ethics & Compliance programs. We had enough content to fill two hours if they let us!  
[#GlobalEthicsSummit21](#) [#humanrights](#)

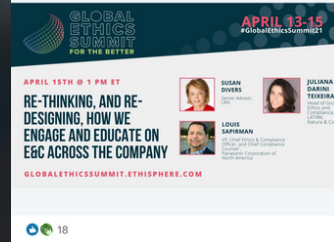


**LRN**  
12,242 followers  
4w

Join us at [@ethisphere's Global Ethics Summit](#) April 13-15. LRN's Susan Divers will be moderating the panel "Re-Thinking, And Re-Designing, How We Engage and Educate on E&C Across the Company" on April 15, 1:00 pm ET.

Register for the event and receive a 25% discount using code "LRN" <https://bit.ly/3wBZuF>

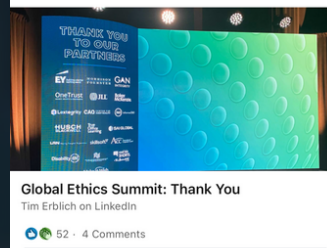
[#globeethicssummit21](#) [#ethicsandcompliance](#) [#knowledge](#)



**Tim Erblich**  
Chief Executive Officer, Ethisphere Institute... Board Member at American Diabetes Association Research Foundation  
3w · Edited

I want to take a moment to personally thank our incredible partners, the leaders of our all-star Global Ethics Summit Steering committee, the astute faculty, the dedicated Ethisphere team, and of course all of our valued attendees.

I want to specifically call out the more than 1,000 delegates from Business Ethics Leadership Alliance (BELA) member companies in attendance whose commitment and leadership consistently make **Ethisphere** Global Ethics Summit a premier event for business leaders to learn and share ideas that will shape our business environment for years to come.  
[#GlobalEthicsSummit21](#)




Global Ethics Summit: Thank You  
Tim Erblich on LinkedIn  
52 · 4 Comments

**Maryam Hussain (Kennedy)**  
Global fraud and corruption investigator  
4w

People are capable of performing unambiguously immoral acts, but appear equipped with the psychological mechanisms to relieve themselves of responsibility. The research isn't new: Staub 1989, Darley 1992, Bandura 1996... et al, but how do we incorporate the lessons in our ethics and compliance programs?

Join our panel at the Global Ethics Summit on 13 April at 11 AM ET "Behavioral Sciences - Are there better ways to influence humans so culture thrives" with me, **Erica Salmon Byrne**, **Katie Lawler** and **Matthew J. Solomon** for a discussion on the practical application of the insights from the research. <https://lnkd.in/dv9BniH>  
To attend the [#GlobalEthicsSummit21](#) use code "EY" at checkout to receive 25% discount on your registration fee.

[#ethicsandcompliance](#) [#corporategovernance](#) [#culturematters](#) [#chiefcomplianceofficer](#) [#eyforensics](#)



**Shujath Bin Ali, B. Com, F.C.S, LL.B, LL.M**  
General Counsel | Chief Legal Officer | Chief Compliance Officer | Head Legal | Company Secretary | Corporate Governance, Risk & Compliance Leader | Chief Ethics & Compliance Officer | Chief Integrity Officer | CXO  
3w


It is a wonderful opportunity to attend the Global Ethics Summit 2021 organized by **Ethisphere**

I also was privileged to share my thoughts on Culture Change Management, Impact of Technology on Compliance Program at the Summit.  
<https://lnkd.in/gXuBhwT> [#GlobalEthicsSummit21](#)




**Tali Guy, Vice President Global Compliance and Ethics**  
Global Privacy Officer & Third Party Due Diligence at Teva Pharmaceuticals. Head of Compliance Forum- ACC ISRAEL  
3w

I'm excited to be speaking at the Global Ethics Summit which is taking place virtually April 13-15, 2021. Please join my panel including **Kris Curry (EY)**, **Tali Guy (Teva Pharmaceuticals)**, and **Lori Queisser (Teva Pharmaceuticals)** on APRIL 14 , 11AM ET for a session on "Ethical Considerations for your Third Party Risk Management Program".  
To attend the [#GlobalEthicsSummit21](#) use code "EY" at checkout to receive 25% off your registration: <https://lnkd.in/e5xdhM5>




**SAI Global Risk, Compliance, Safety & Ethics**  
6,316 followers  
3w

Attending [#GlobalEthicsSummit21](#) today? Join our breakout session with **Caroline McMichen**, **Michael Green**, **ESQ, CPA** and **Michele Abraham**, "Top Tips for Improving Mature Ethics and Compliance Training Programs" at 11:00 AM. Direct link to join the session: <https://okt.to/UGRMZQ>



**GAN Integrity**  
5,693 followers  
3w

Join GAN's **Pauline Blondet** today at 1 PM ET on a panel with experts from **Zoom**, **LinkedIn**, and **Moët Hennessy** on fostering a speak-up culture at companies at the [#GlobalEthicsSummit21](#)!




Follow the conversation under **#GlobalEthicsSummit21**



# SOCIAL MEDIA AT THE 2021 GLOBAL ETHICS SUMMIT

**Andrew Gordon**  
Global Leader, Forensic & Integrity Services at EY  
1mo

I couldn't agree more **Tony Jordan**, EY Americas Forensic & Integrity Services Leader: "Corporate integrity is not 'greenwashing' or being seen to be doing the right thing. It means behaving in a way that protects the organisation and generates long-term value for communities and other stakeholders." I am very much looking forward to hearing more from Tony and the rest of the speakers at next month's Global Ethics Summit hosted by **Ethisphere**. The focus this year is on ESG, behavioural science, data analytics, third-party risk management how businesses are adapting to become better in these areas. Find out more here: <https://lnkd.in/dQuhSBJ> **#GlobalEthicsSummit21**



Ethisphere's 2021 Global Ethics Summit  
Agenda to Focus on ESG, Behavioral...  
<https://ethisphere.com>


66

**Ethisphere**  
8,948 followers  
3w

Day three of **#GlobalEthicsSummit21** starts now! Today's agenda includes:

- ESG and privacy
- Benchmarking best practices
- Culture in a remote workforce
- DOJ enforcement
- Rethinking E&C training


Can't join us? Stay tuned for details around on-demand access.



8

**Kevin McCormack**  
3w

The Denver studio teardown was bittersweet yesterday. Deconstructing the 2021 Global Ethics Summit is something I have a hard time wrapping my head around. There is still that ache for all the smiles, handshakes, and warmth of being in person. There is incredible pride in what was achieved through this year's reinvention. To all our BELA member organizations, your contributions at a true community level are unmatched. Our 120+ Summit faculty, such a powerful combination of knowledge, humanity, and inspiration. Our Summit partners, each an exceptional class of diverse and influential entities. What a privilege to have shared in these pursuits together. Thank you. And of course, my **Ethisphere colleagues...the absolute best around**. We only go through this teardown now to pave the way for more breakthroughs later. For the better. **#GlobalEthicsSummit21**




**Ramesh Moosa**  
Partner, Forensic & Integrity Services, Asean & Singapore Leader at EY  
4w · Edited

**#GlobalEthicsSummit21** is next week! Register with the EY code and get a 25% discount on your registration!

**Ethisphere**  
8,948 followers  
4w

At **#GlobalEthicsSummit21**, we're debuting a new video series called "Ask The Experts." Here's a short preview featuring **Tony Jordan** from **EY**, who shares his perspectives on business integrity and compliance during (and after) the pandemic.



**Kathleen DiGregorio**  
3w

Ready for three days online with GES 2021 - Global Ethics Summit

**#GlobalEthicsSummit21**  
**#complianceprofessionals #ethics**



2

**Center for Audit Quality @TheCAQ** · Apr 15

Q: We often hear that a real challenge with ESG reporting today is that there is not one standard or framework to follow. How do we make sure that the information companies choose to disclose is comparable from company to company and reliable? **#GlobalEthicsSummit21**

1

**Revathi Advaiti @RevathiAdvaiti** · Apr 13

Thank you Premier CEO Michael Alkire **@AlkirePremier** and **@HuschBlackwell**'s Catherine Hanaway, for an interesting ethics conversation today at the **@Ethisphere #GlobalEthicsSummit21** focused on new strategies for creating long-term stakeholder value. **#leadership #ethics #culture**

Follow the conversation under **#GlobalEthicsSummit21**



# THANK YOU

WE WOULD LIKE TO THANK THE BUSINESS LEADERS RESPONSIBLE FOR PROVIDING GUIDANCE IN DIRECTING THE TOPICS AND CONTENT AT THE 12TH ANNUAL GLOBAL ETHICS SUMMIT



**REGINA  
JONES**

Chief Legal Officer,  
Baker Hughes



**THOMAS  
PFENNIG**

Global Head of  
Compliance & Data  
Privacy,  
Bayer AG



**LUCY  
FATO**

Executive Vice  
President, General  
Counsel & Global  
Head of  
Communications  
and Government  
Affairs, AIG



**KURT  
DRAKE**

Vice President,  
Chief Ethics &  
Compliance Officer,  
Kimberly-Clark



**AMBER  
KAGAN**

Vice President, Chief  
Ethics &  
Compliance Officer  
and Global Head of  
Labor &  
Employment



**MIKE  
KOLLOWAY**

Chief Legal Officer  
& General Counsel,  
Parsons  
Corporation

# THANK YOU



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Chief Ethics and  
Conduct Officer,  
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**LYNN  
USDAN**

Senior Vice  
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Moët Hennessy Louis  
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Chief Compliance  
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Chief Counsel  
Competition of  
Siemens AG



**AMYN  
THAWER**

Head of Global  
Compliance &  
Integrity,  
LinkedIn



**STEPHEN  
STOREY**

Former Chief Ethics  
& Compliance  
Officer  
Rio Tinto



**LYNN  
HAALAND**

Deputy GC, Chief  
Compliance and  
Ethics Officer,  
Chief Privacy  
Officer, Zoom



**THOMAS  
MCDANIEL**

Senior Vice  
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Compliance Officer,  
Aflac U.S.



**JAMES A.  
MERKLINGER**

President, ACC  
Credentialing  
Institute

# THANK YOU TO OUR PARTNERS

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# OUR THANKS

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Chief Executive Officer



**Erica Salmon Byrne**  
EVP and Chair  
BELA



**Kevin McCormack**  
SVP and Executive  
Director BELA



**Chelsie Dumenigo**  
Director, Global Events



**Emily Rickaby**  
Director, Shared  
Expertise



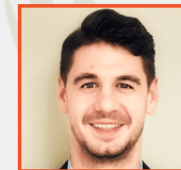
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EVP and Chief Content  
Officer



**Aarti Maharaj**  
Managing Director,  
BELA Asia (APAC, SA)



**Craig Moss**  
Executive Vice  
President



**Scott Stevenson**  
Director, Culture  
Services



**Sarah Neumann**  
Senior Director,  
Engagement – BELA



**Amy Volpe**  
Senior Director,  
Engagement – BELA



**Pamela Jergens**  
Director, Engagement  
BELA

# OUR THANKS

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**Tyler Lawrence**  
Executive Editor



**Cassidy Davis**  
Account Representative  
- BELA



**Nick Patts**  
Director, Engagement  
BELA



**Jonathan Whitacre**  
Executive Vice  
President



**Reagan Jones**  
Director, Strategic  
Accounts



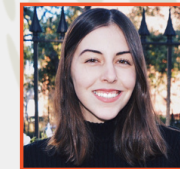
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Vice President



**Greg Hoffman**  
Senior Vice President



**Scarlet Reynoso**  
Member Engagement  
Specialist - BELA



**Brooke Borges**  
Marketing Associate



**Aimee Lanik**  
Project Manager

T H A T ' S   A   W R A P

WATCH ALL SESSIONS ON DEMAND

IN THE

# KNOWLEDGE CENTER

VISIT THE KNOWLEDGE CENTER

BELA MEMBERS RECEIVE FULL ON DEMAND ACCESS,  
REACH OUT TO US WITH QUESTIONS



**Cassidy Davis**

Account Representative – BELA

[Cassidy.Davis@ethisphere.com](mailto:Cassidy.Davis@ethisphere.com)