You have to comply with the law.
FINANCIAL CRISIS OF 2008
• Rules provide certainty and predictability, but...

![Graph showing the relationship between number of rules and number of incidents.](image-url)
VCO - The Dutch Association of Compliance Professionals

Goals:
- Exchanging knowledge and experience between 600 members
- Do not talk ABOUT compliance, but discuss WITH compliance

Expert group on Behavior and Culture
- Stimulate thinking about Behavior and Culture amongst compliance professionals
- Supporting compliance professionals in putting Behavior and Culture on the agenda within their organizations by delivering practical tools
Approach taken to create a toolbox

- Tools have been drafted by compliance officers, based on professional experience
- The focus of these tools is promoting ethical behavior within organizations
- Started from practical experience, supported by literature and proven theory
- Structured along the lines of the “Soft-controls” model, as developed by professor Muel Kaptein
- The current tools are just a start: power of the crowd
- Currently only available in Dutch and for members, but if demand is big enough...
Let’s experience
Tool 18. Create a culture of openness on mistakes  
- Celebrate the mistake -

Assignment

Form groups of 4 persons each

Per group

1. Think about a recent mistake you made and write it down
2. Discuss your mistakes one by one
3. The group asks questions regarding the mistake and praises the one sharing the mistake for doing that
4. As a group write down one positive point and one point of improvement for this tool
ETHICS & COMPLIANCE: THE BUSINESS CASE

Benefits:
• Long term focus (instead of short term profit) will pay out eventually
• Fewer costs of fines, legal and forensic support
• Valuable management time not spilled on problems
• Clients prefer to buy from a company with a good reputation
• Employees prefer to work at a company with a good reputation
• Transparent culture of trust stimulates cooperation, exchange of ideas and creativity
Jan 2018: Annual letter of Larry Fink/BlackRock to CEO’s:
“To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society”

Feb 2018: Sovereign wealth fund of Norway pushes companies to adopt more ethical practices & divests if they fail to do so.

August 2019: US Business Round Table (181 CEO’s) announces that they will commit to leading their companies for the benefit of all stakeholders and not only shareholders

Jan 2020: Annual letter of Larry Fink/BlackRock to CEO’s:
“The money we manage is not our own. It belongs to people in dozens of countries trying to finance long-term goals like retirement. And we have a deep responsibility to these institutions and individuals (...) to promote long-term value.”

Aug 2018: VCO profile for compliance officers:
“Compliance aims to strengthen the integrity of the organisation and thus contribute to sustainable value creation.”