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CODES OF CONDUCT

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FEATURE ARTICLE:

DECODING YOUR CODE OF ETHICS

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As we begin another journey around the sun, many of us will reflect on the past twelve months and while there are personal stories that will dominate these reflections, collectively what will take precedence are the many incidents where companies, and individuals in charge of companies, ignored or flouted their Code of Ethics. Perhaps it might even be suggested that in some of these scenarios one would have to question whether a Code of Ethics even existed, and if it did, why did it fail in its purpose?

Fundamentally the very purpose and design of a Code of Ethics is to establish an organization's behavior and by doing so defining the values and conduct accepted and expected by all. This ensures everyone is protected and makes the workplace safe. However, the key to its effectiveness is that everyone understands to the fullest extent what the Code of Ethics means and how it is applied daily.

Accomplishing this will vary within an organization or industry, but history has repeatedly shown that successful adoption begins with the mindset that the Code is valuable, a value that is aligned with business objectives and an intrinsic part of the company culture supported at every level of the organization. How this “value” is communicated is through training, with comprehensive strategic training programs that utilize all available avenues to enhance awareness and understanding.

Today innovation is also playing an important role in meeting this objective, as companies are increasingly turning to technology and exploring new methods to provide a modern, engaging training experience.

As Chad Jerdee, General Counsel & Chief Compliance Officer, and Patrick Rowe, Deputy General Counsel, for Accenture explain in “Ethics in the Age of Intelligence,” they embarked upon a new way to give their people the tools and resources to work to the highest ethical standards. This resulted in “COBE,” an easy-to-use chatbot that is helping turn a legal document into a living, interactive experience. .

In a conversation with Ethisphere, Emmanuel Lulin of L’Oréal will discuss the ways that L’Oréal has adapted their code to engage a global workforce, promoting their high values across their diverse employee base.

Meanwhile, Kellogg’s, with their long tradition of “quality products for a healthier world,” sought to articulate just what this history meant in today’s modern world. In “Values in a Simple Humble Company,” Mary Fair-Matthews, Senior Corporate Counsel, describes taking the global leadership team on a retreat where they designed the six “K Values,” a blueprint that continues to guide the company today and into the future.

Regardless of the methods used, or the way the message is conveyed, it is vitally important that you do not underestimate the importance of the design of your Code of Ethics program. To that end, the following prompts provide a rubric in which to evaluate your program.

Does your program address the different laws across countries?

By linking local laws and regulations, you ensure that regardless of where your employees are located, they know what is correct.

How do you ensure your program is kept up to date?

There are several issues to consider—learning style, language of delivery, and training time involved. Using a well-established and proven learning solution, you can ensure that no matter the employee’s learning style (auditory, visual, or physical), their needs will be met.

How do you target appropriate compliance topics to the relevant employees and check that they complete the training?

A Learning Management System (LMS) can play a dual role both in deploying a training program to staff and in tracking the results.

How do you train employees in the field?

Any code of conduct eLearning program that can be viewed on a PC will typically be available to an employee using a tablet device.

How do you check that employees understand the significance of the training?

By ensuring content is tailored to their roles, you reinforce to employees that the program is meant for them and not just a generic course they “have to complete.”

What steps are you taking to ensure your business is protected by your program?

Constant review and reflection is essential; administering a Code of Ethics program is always a work in progress.

Is it affecting your bottom line?

Given the immeasurable cost to brand and reputation, let alone the actual cost in terms of fines and penalties, the implementation of an effective compliance training program—which can minimize the risk of violations and reduce penalties even in the case of wrongdoing—is a sound investment.

Skillssoft is ideally positioned to address each of these concerns. With over 500 risk topics, across 32 languages, we offer one of the largest global libraries of legal coverage, ethics training, and workplace safety training. We’ve also recently added 480 micro-learning short videos available in 20 languages. We offer a range of content and program types – from off the shelf, to completely customized, each solution tailored to impact workforce performance and enable an organization to achieve a compliance transformation. To learn more about an eLearning compliance training program with Skillssoft, contact us today at 844-509-9585 or www.skillssoftcompliance.com.



Norman Ford

is responsible for SkillSoft’s compliance products and compliance marketing programs. In 2003 Skillssoft acquired GoTrain Corp. where Mr. Ford was Co-Founder and Vice President of eLearning Products and Services. As VP of Products and Services, he was responsible for quality, content, cost, and production schedules. Previous engagements include Lockheed Martin Energy Systems - Manager of Technical Assistance and Qualification. There Mr. Ford coordinated with the US Department of Energy and the Department of Labor regarding regulatory matters. He was responsible for the development of Lockheed Martin Energy Systems training requirements and procedures and provided corporate subject matter expertise in nuclear, environmental, safety and health regulations and compliance issues. Mr. Ford served in the United States Navy as Reactor Laboratory Division Leading Petty Officer.

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Accessible and Refreshed: Has Your Code Evolved?

Written by
Greta Baranowski,
Senior Writer and Editor,
Ethisphere Institute



Once upon a time, the landscape of ethics and compliance was dominated by a certain species of code of conduct: lengthy tomes with stultifying language that put even the lawyers who wrote it to sleep.

Thankfully for everyone involved, mostly gone are the days of dense codes written solely by legal departments, for legal departments. Ethisphere has been evaluating codes of conduct for many years, and in that time, codes have evolved from unformatted PDF documents living on a company portal into living, breathing tools to help guide employees' everyday decisions.

Ethics and compliance teams must now reach a global audience, and the code of conduct has evolved into the basis for most compliance outreach and training. To meet these demands, the code has to be modernized, shedding any remnants from prior eons.

Ethisphere has developed a list of over 40 criteria we use to benchmark codes, a few of which we can explore here. How do you know if your company's code has become a dinosaur still roaming the earth?

“Why page through a code looking for the relevant policy when you can simply hit search? Online codes mean easier access, which ultimately leads to increased employee usage”

Accessible Language and Style

One of the most important hallmarks of an effective code is that it uses accessible language that will make sense to the average employee. Avoid “legalese” that uses unnecessary complex jargon or grammar. Ideally, the language of the code will resonate equally for the C-suite and front-line employees. If your company has international operations, additionally keep in mind that the code must speak to everyone in your global workforce.

Another component of accessibility is the code’s length. Codes should cover necessary topics in enough depth to say something meaningful without getting bogged down in minutiae. In general, a code of conduct should take approximately half an hour to read—much more and employees are unlikely to read it all, much less and companies risk leaving out important content.

Accessible codes often make generous use of examples as comprehension aids. If possible, these should be drawn from actual (anonymized) situations that your company has dealt with in the past illustrating the principles included in the code. Such examples make abstract values and rules more concrete. For example, while a technical legal definition of what constitutes a conflict of interest may not stick with an employee, a vivid illustration of a situation where an employee acted inappropriately and an explanation of what they could have done instead is more likely to stay with your readers.

Modes of Presentation

The modality of your code’s presentation will impact both how employees interact with it, and how easily you can adapt the code to changing circumstances and a changing world. Significant thought should go not only into a code’s content, but also into its design, in order to make the document easy to digest.

Increasingly, companies are choosing to make their code primarily available as an online website or app, rather than a static printed document (allegedly) sitting on a shelf in everyone’s office. This shift from analog to digital hasn’t simply been made to “keep up with the times”—it offers concrete benefits to both employees and to you as the keeper of the code. For employees, a website or app can be consulted at any time, and search functionality allows them to find relevant policies and procedures far more easily than a physical code ever could. Why page through a code looking for the relevant policy when you can simply hit search? Online codes mean easier access, which ultimately leads to increased employee usage.

The benefits for the company and those charged with updating the code are even more significant. Because of the costs entailed in reprinting the document, updating training, and alerting employees to changes when the code is primarily a physical document, companies often avoid updates until they are absolutely necessary, sometimes waiting a decade or more between updates. Online codes can be updated with much less fuss. Want to add a section covering data security reflecting the new GDPR regulations, or your company’s stronger stances on human trafficking? No problem! Update the online text, send out an announcement email, and the change is made.

Once the code of conduct becomes a primarily online experience, even more technological innovation can be brought to bear upon how employees utilize it, as Chad Jerdee and Patrick Rowe from Accenture discuss in their contribution to this publication.

Hitting Refresh on Your Code

Of course, no matter how well your code benchmarks against current best practices, at some point in the future it will require further evolution. How can you know when it might be time to give it an overhaul?

One of the best tools at ethics and compliance departments’ disposal is the employee survey. When you poll your employee base about the company, its culture, and your ethics programs, it is wise to include a question asking specifically about the usefulness and accessibility of the code. If employee responses in this domain ever start to turn south, that’s a sure sign that your code (or its mode of presentation) have become stale and may be overdue for a revamp.

However, the next generation of your code may not require a wholesale rewrite. In his interview, Emmanuel Lulin discusses how L’Oréal updated their previous code in 2014, adding in new examples and covering topics that had not been part of the conversation when the previous version was written. Build off material you have that works.

The Next Generation of Codes

Although a few prehistoric codes of conduct still endure, most companies have now realized that the era of long, unformatted codes sitting on shelves has past. Modern codes employ simple language and the most updated technology to communicate effectively with the entire workforce and engage employees—and they should continually evolve with their company. By keeping these principles in mind, your company’s code of conduct will remain a vital component of your ethics and compliance program for years to come.

Greta Baranowski

is the Senior Writer and Editor for the Ethisphere Institute, where she edits reports, writes and edits codes of conduct, and assesses codes of conduct and other written compliance materials. Before joining Ethisphere, Baranowski worked as a writer and editor at NYSE Governance Services, Corpedia, a leading ethics, compliance, and risk assessment consulting company.

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Ethics in the “Age of Intelligence”

Written by

Chad Jerdee,
General Counsel &
Chief Compliance
Officer, Accenture;
and Patrick Rowe,
Deputy General
Counsel, Accenture



Accenture has a long history of acting with integrity, and our Code of Business Ethics (Code) will always will be fundamental to how we operate. Eighteen months ago, we decided to review our Code. The rotation of our business to new technologies and offerings prompted us to think more about how human ingenuity could be enhanced by intelligent technologies. With an increasingly complex business world, we felt it was more important than ever to empower our people with the tools and updated resources they need to work in accordance with the highest ethical standards.

What followed was an ambitious project that brought together many parts of our organization, challenged us to think differently about how we interact with our people, and allowed us to experiment with new, cutting-edge technology. The result is an updated Code, and a new user experience – that we believe helps empower our people to make good decisions and act with a sense of responsibility to the environment around us.

Evolving to meet today’s business reality

We started by benchmarking ourselves – by looking at the codes of companies and organizations that we admire. We also talked to our people, key leaders, and our external counsel to get their feedback. We did this through a combination of one on one discussions and a survey with a sample of our people at different career levels. Finally, we engaged one of our businesses, Fjord, to help us think about design in a different and human-centered way.

This design-led approach gave us three simple insights:

- The Code should inspire our people to make good and ethical decisions.
- We must provide a simple, intuitive and engaging platform accessible from anywhere, on any device.
- Our people want to receive information as if they were talking to a person.

Human-centered experience: We moved away from a static version of our Code to an interactive Website for our people. We made our Code experience accessible across all devices and platforms, and included Browse the Code functionality, a Making Good Decisions tool, and links to our relevant internal policies and resources to create a “one-stop-shop” to help make it easier for our people.

“Built on a natural language processing engine, COBE turns what was a legal document into a living resource.”

We also created an anonymous, easy-to-use chatbot, referred to as “COBE,” to help guide our people to the information and resources they need in the moment they need them. Built on a natural language processing engine, COBE turns what was a legal document into a living resource. Examples of common questions it can respond to are:

- How can I deploy an AI solution for my client?
- What can I say about a client project on social media?
- Can I buy my client a gift?

To ensure our people feel comfortable asking questions or reporting an issue without fear of reprisal, we have made interactions with the chatbot completely anonymous. Designed to evolve, COBE will become increasingly more helpful as more questions are asked. Responses will be continuously tailored to ensure we are providing the right information, and we will learn if there are new topics that we need to address.

More approachable and updated content: To make it intuitive and easy to understand, we shortened and reorganized the Code around six fundamental behaviors. We cut almost a third of the text, but also included new topics ranging from the use of new technologies to human rights. For example, a new section outlines our pledge to develop artificial intelligence systems that are secure, transparent and explainable.

So how are we doing?

We internally launched our updated Code in late 2017, providing an easy way to help our people access the information they need, when and how they need it – to make ethical behavior a natural part of what we do every day.

The uptake of the new experience has exceeded our expectations – there have been more views of the online Code in one month than there were in the past eighteen by a wide margin. Many of our people are also interacting with COBE. And for the first time we have real-time insights into the questions they are asking and the types of information they are looking for. We plan to use this information to build on the questions that COBE can address, and to look at topics that need a particular focus in training and communications

We have also rolled out an entirely new approach to training. We created more frequent, bite-sized training (5-10 minutes of relatable multi-media content) designed around the way people learn today. The training modules will continue throughout the year, covering each of the six fundamental behaviors and keeping our Code top of mind. So far, our people have enthusiastically embraced the training change, evidenced by an unprecedented early completion rate and overwhelmingly positive feedback.

What's next

We are continuing to promote our updated Code through a robust communications plan, including a recognition program where our people can earn “flairs” for completing each of their monthly training modules within ten days, and encouraging our leaders to embrace and share our Code, setting the right tone from the top.

Our roadmap to continue evolving our employee experience includes implementing artificial intelligence and machine learning, embedding the chatbot into other employee collaboration platforms and exploring other forms of input, such as voice.

We are excited about the future enhancements, but for the moment are enjoying promoting the new Code and the experience both internally and externally.

“We created more frequent, bite-sized training (5-10 minutes of relatable multi-media content) designed around the way people learn today.”



Chad Jerdee

As General Counsel, Chad Jerdee has ultimate responsibility for all legal support to Accenture, serving as principal counsel to senior leadership and the board of directors and leading the company's Legal department. As head of the legal department, he oversees all legal services, the contract management and government relations functions. As chief compliance officer, Chad is responsible for managing legal and regulatory compliance programs that enable Accenture to operate around the globe while adhering to the highest ethical standards. He is also a member of Accenture's Global Management Committee.



Patrick Rowe

Rowe is one of the Deputy General Counsel at Accenture with global responsibility for ethics and compliance, employment law, regulated offerings and geographic matters. His responsibilities in ethics and compliance include the code of business ethics, Data Privacy, Anti-Corruption, Trade Compliance, AML, Competition Law and Government Compliance. Patrick joined Accenture in 1995 and has had a variety of different roles in the legal group. Prior to joining Accenture Patrick specialised in litigation at an Australian Law firm.

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Universal Language in a Global Code

A Conversation with
Emmanuel Lulin, L'Oréal
Senior Vice-President
& Chief Ethics Officer



For over one hundred years, L'Oréal has been a global leader in the cosmetics industry. Today, it is among the largest beauty brands in the world, having expanded from its roots in France to operate in 140 countries globally. Even as it has grown, the company has tried to imbue its operations with four core ethical principles: integrity, respect, courage and transparency. Given such broad reach, L'Oréal has had to build a Code of Ethics applicable to employees in every geography.

Ethisphere's Tyler Lawrence got a chance to talk with L'Oréal's Emmanuel Lulin about how the company built and improved upon a Code of Ethics in a globalized world.

Ethisphere: L'Oréal is an international company, with operations all over the world. What particular considerations did L'Oréal take into account drafting the Code to appeal to a global workforce?

EL: When drafting the Code, we knew from the start that if you want a document to be read and understood by over 90,000 employees worldwide, it needs to be clear, simple and practical. This is why we wrote our Code in plain language, avoiding all legalese. It also includes numerous practical day-to-day examples.

In addition, we decided that each employee had the right to read the Code in his or her mother tongue. It is a sign of respect. The Code is therefore available in 45 languages, as well as in braille in English and in French.

Ethisphere: Some of the areas the Code covers – non-discrimination based on religion or sexual orientation, for example – might not be as standard in some parts of the world as in your home country, France. How does L'Oréal acknowledge those cultural difference in the Code while still upholding its ethical commitments?

EL: Having a single version of the Code worldwide can be a bit of a challenge, but it is key. Employees are proud to see we operate according to our four Ethical Principles – Integrity, Respect, Courage and Transparency – in all the countries where we are present. Of course, the laws in each country may vary but these Principles are our universal language. In practice, when local laws or customs impose higher standards than those set out in the Code, local law and customs apply. If, by contrast, the Code provides for a higher standard, then it prevails. Acting ethically often means going beyond your legal obligations. It is not because you have the right to do something that it is the “right” thing to do. The issue is more complex when you want to do the “right” thing but you do not have the right to do it. Thankfully, this is rare and we have always been able to find a solution.

Ethisphere: L’Oréal’s Code of Ethics contains many questions and hypothetical scenarios as illustrations. How did you ensure that these scenarios would translate around the world? Did you solicit input from global employees?

EL: Yes, we did solicit input from employees worldwide via focus groups, but we also use the questions and incidents we have had to deal with over the years. Our annual Ethics Day, during which all employees worldwide can ask questions on ethics directly to our CEO, Jean-Paul Agon, is also a great source of inspiration. In 2017, 60% of staff worldwide participated and asked over 1300 questions to our CEO, so there were plenty to choose from!

The Q&A part of our Code of Ethics is what makes it so relevant and engaging. To ensure that these examples resonate with employees throughout the world, we ask all our Country General Managers and their Management Committees as well as our Ethics Correspondents to review the Code. This represented over 300 people the last time we updated our Code in 2014.

“We decided that each employee had the right to read the Code in his or her mother tongue. It is a sign of respect.”

Ethisphere: What methods does L’Oréal have for making sure the Code of Ethics reaches employees, such as those working in factories, who may not frequently be at a desk and able to engage in online trainings?

EL: Employees who have limited access to a computer, such as employees in factories and warehouses as well as our retail staff, receive a printed version of the Code. With regards to our mandatory ethics e-learning, which is available in 22 languages, employees who do not have access to our learning platform can do the training in collective classroom sessions. We also have a specific training book for retail staff, who cannot easily attend collective sessions.

Ethisphere: You updated your Code of Ethics in 2014, and I noticed that the new code is a bit more detailed compared

Our “Open Talk” policy aims to ensure a working environment in which employees are encouraged to express any concern they may have. If you are too strict on how employees can raise such concerns, you run the risk of their not speaking up.

to the previous one from 2007. What was L’Oréal trying to accomplish by adding more content?

EL: The Code was updated in 2014 to provide more detailed guidance on ethical subjects of growing importance such as privacy in the digital age, money laundering, lobbying and the respect for human rights. Every day, we see new ethical questions arising, and this trend will continue in the future as lawmakers struggle to keep up with the pace of progress and changes in society’s expectations.

One of our biggest challenges is to provide the right level of guidance without the document becoming too long.

Ethisphere: One feature of your latest Code of Ethics is that every section contains instructions about what person or division employees can contact with questions or concerns related to that topic. Do you find that having different places to report is more effective than having all reports go, for example, to an employee’s direct manager, or to a hotline?

EL: Yes, we believe that this is more effective. It also sends out the right message: everyone is responsible for supporting staff in acting ethically. Our “Open Talk” policy aims to ensure a working environment in which employees are encouraged to express any concern they may have. If you are too strict on how employees can raise such concerns, you run the risk of their not speaking up. Some people prefer to speak to people they know and trust and most issues can be handled by an employee’s direct manager or at a local level, with the help of one of our Ethics Correspondents. However, in other cases, this may not be appropriate and employees need to know they can raise an issue at the highest level, namely to the Group’s Chief Ethics Officer via our Group “hotline” available 24/7 in 26 languages.



Emmanuel Lulin

Senior Vice-President & Chief Ethics Officer, joined L’ORÉAL in 1999 as Group General Counsel for Human Resources. In 2007, under the leadership of Jean-Paul Agon, he set up the Office of the Group Chief Ethics Officer. Prior to joining L’ORÉAL, he was

admitted to the Paris Bar in 1988 and practiced as a corporate and tax attorney at Debevoise & Plimpton in Paris and New York.

Nourishing My Career With K Values

Written by

Mary Fair-Matthews,
Senior Corporate Counsel,
Kellogg Company



When I first joined Kellogg Company, I walked into the building in Battle Creek, Michigan to find its six corporate values listed prominently on huge display boards just inside. K Values™ as they're known include: Integrity, Accountability, Passion, Humility, Simplicity and Success. I let out a sigh of relief. I was in a place where I didn't have to work to fit into corporate values—the values here worked for me, personally.

These values form the basis of everything we do at Kellogg, and we believe they capture the spirit of the company's founder, W.K. Kellogg. For more than 100 years, we have taken to heart his commitment to provide "quality products for a healthier world." Today, the K Values he established are the cornerstone of the Global Code of Ethics and the company as a whole. However, until relatively recently, we had not actually articulated the company's values in this way. The process by which we decided on the six K Values, and then incorporated them into our Code of Ethics and everyday operations at Kellogg, might be helpful for other companies looking to do the same.

“When Kellogg acquired Keebler, back in 2001, the company’s leaders realized that they appreciated the values that Keebler had articulated for themselves. We took that realization as an inspiration to draft a set of values for Kellogg as a whole.”

Rooted in Good Values

Kellogg has always been centered on doing business in the right way. Our founder, W.K. Kellogg, was committed to creating foods that would be first and foremost healthy, and he famously proclaimed, “I will invest my money in people.” He realized that having a workforce with integrity would be key to his and his company’s success. Throughout our history, the company carried W.K. Kellogg’s commitments forward into our environmental stewardship, our healthy eating campaigns and more, all geared towards creating a better today and a better tomorrow.

When Kellogg acquired Keebler, back in 2001, the company’s leaders realized that they appreciated the values that Keebler had articulated for themselves. We took that realization as an inspiration to draft a set of values for Kellogg as a whole. The company took our global leadership team on a retreat where, along with some guidance from a consultant, they brainstormed about the values the company stood for, and what our brand ought to represent. They settled on the six “K Values,” which still guide the company today.

Building a Humble Organization

While all of the values are equally important to how the company operates, I’d like to focus in on two in particular that really make Kellogg stand out as an organization: humility and simplicity.

A business can’t last for over 100 years if it doesn’t have the humility to learn and remain open to change and new ideas. We’re in the midst of learning as we speak — the consumer has changed considerably over the last few years in terms of how they shop and what’s important to them. As we look at our portfolio of foods, we constantly think, “How can we do this better?” We try to approach every aspect of the business from that perspective.

Humility also translates into appreciation for diversity, which produces newer and better ideas than when the same group of the same people make all decisions. We value our diversity for that reason, and it contributes to our bottom line. We want a diverse group of people to get into a room and toss around ideas, and come up with the absolute best that we can for our consumers, recognizing that ideas shouldn’t be minimized based on what level of the organization they come from.

Keep it Simple

Even before it was an official K Value, simplicity has always been a goal at Kellogg. In our food, that has meant simple ingredients. After all, our very first product was corn flakes and it really doesn’t get much simpler than that.

Lately, because consumers want to understand what’s in their food and how it’s made, valuing simplicity has become even more important.

Aiming to be simple has organizational implications as well. It means that we strive for simple processes and procedures, which keeps us from getting bogged down in bureaucracy that would keep us from growing and evolving to better serve our customers.

K Values in Action

Of course, the best values in the world wouldn’t work without the support of specific policies to back them up and encouraging employees to live them day to day. When we rolled out the K Values in the beginning, we had workshops and facilitators to help introduce them to the organization. One manufacturing plant even had a “K Values Moment” every day for a year, as a way to embed those values in the organization.

“Even before it was an official K Value, simplicity has always been a goal at Kellogg...our very first product was corn flakes and it really doesn’t get much simpler than that.”

The K Values continue to be prominently displayed in all of our Kellogg facilities, and we leverage them in our communications with employees. They give people a language for addressing a whole range of behaviors, good and bad. For example, we can base our misconduct policies on the idea that we treat each other with integrity. The Global Code of Ethics ties specific policies to broader values to help employees understand why the rules are the way they are. Across the organization, we tie them into all aspects of how we perform our business.

As Kellogg continues to grow and innovate, the K Values will remain central to our actions. “Nourishing families so they can flourish and thrive,” is our purpose, and we can only do that by remaining true to these values rooted in more than 100 years of good business.



Mary Fair-Matthews

is Senior Compliance Counsel and Director of Ethics and Compliance at Kellogg Company and has been with the Company for over 13 years.

About Skillsoft

Skillsoft is the global leader in corporate learning, providing the most engaging learner experience and high-quality content. We are trusted by the world's leading organizations, including 65 percent of the Fortune 500. Our mission is to build beautiful technology and engaging content that drives business impact for today's modern enterprise. Our 500,000+ multi-modal courses, videos, authoritative content chapters and micro-learning modules are accessed more than 130 million times every month, in 160 countries and 29 languages. With 100 percent secure cloud access, from any device, whenever, wherever. www.skillsoft.com



About the Ethisphere Institute

The Ethisphere® Institute is the global leader in defining and advancing the standards of ethical business practices that fuel corporate character, marketplace trust and business success. Ethisphere has deep expertise in measuring and defining core ethics standards using data-driven insights that help companies enhance corporate character. Ethisphere honors superior achievement through its World's Most Ethical Companies recognition program, provides a community of industry experts with the Business Ethics Leadership Alliance (BELA) and showcases trends and best practices in ethics with the publication of Ethisphere Magazine. More information about Ethisphere can be found at: <https://ethisphere.com>.



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