

*Over the past two years, unprecedented tectonic forces have been reshaping the nature of work around the globe. Worker expectations are changing and leadership itself is evolving in response to the unique needs and requirements of a workforce that is increasingly diverse and mobile. Ethics and Compliance (E&C) programs are being challenged in this dynamic environment to adapt and innovate in order to remain agile and stay relevant. The January 2022 Fellows meeting will bring a wide lens to bear on E&C's role in this evolving landscape and identify both challenges and opportunities at the leading edge of our practice.*

**TUESDAY, JANUARY 18, 2022 | 10:30 AM – 6:00 PM EST**

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| 10:30 am – 11:00 am | <b>Welcome Remarks</b>  |
| 11:00 am - 12:15 pm | <p><b>Introductory Keynote: The Future of Work and Leadership in a Virtual World</b></p> <p>A deep restructuring of the workplace is underway as a result of the pandemic. Changing worker expectations and innovation in technology are changing how, when and where work happens. We are only just beginning to realize the tectonic impact of these forces. This key-note presentation by a global thought leader in the future of work will explore these trends and their implications for organizations, leadership, and ethics and compliance programs.</p> <p><b>Bhushan Sethi</b>, Global Co-Lead, People and Organizations, PWC</p>   |
| 12:15 pm - 1:15 pm  | <b>Networking 1: My greatest program challenge in 2021</b>  |
| 1:15 pm - 2:00 pm   | <b>Break and Networking</b>   |
| 2:00 pm - 3:15 pm   | <p><b>Emerging Risks of the Remote/Hybrid Workplace</b></p> <p>In many ways, the most profound impact of the pandemic has been the explosive growth of remote and hybrid working arrangements. This session will focus how these new work arrangements are creating risk in systems, culture and people in the context of ethics and compliance and how organizations are responding.</p> <p><b>Courtney Edmonds</b>, Senior Vice President, Chief Ethics and Compliance Officer and Deputy General Counsel, Leidos<br/> <b>Steve Guyman</b>, Senior Advisor, Ethics &amp; Compliance, Eli Lilly<br/> <b>Courtney Wallize</b>, Corporate Director, Ethics and Business Conduct, Northrop Grumman<br/> <b>Blake Wilson</b>, Chief Compliance and Ethics Officer, BDO USA</p> |
| 3:15 pm – 3:30 pm   | <b>Office/Message Break</b>   |
| 3:30 pm - 4:45 pm   | <p><b>Orienting and Integrating New Employees in the Hybrid Workplace</b></p> <p>Employees are being hired today who may never visit corporate headquarters and have limited opportunities to engage with leaders and other employees face-to-face. This session will consider what organizations are doing to on-board new employees that are working remotely or in hybrid arrangements. Topics will include ways to orient them to corporate culture and E&amp;C programs and resources in ways that build connectedness at work.</p> <p><b>Steve Miranda</b>, Executive Partner, CRHO practice, Gartner<br/> <b>Bayo Oyewole</b>, Vice President, Conduct Risk, United Services Automobile Association</p>  |
| 5:00 pm - 6:00 pm   | <b>Reception and Networking</b>   |

**WEDNESDAY, JANUARY 19, 2022 | 10:30 AM – 4:00 PM EST**

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| 10:30 am – 10:45 am | <b>Getting Started</b>   |
| 10:45 am - Noon     | <p><b>Myth-Busting Ethics: Separating Fact from Fiction</b></p> <p>We all hold beliefs about why people do what they should not do – or why they don't do what they should! Yet we seldom fact-check our assumptions or challenge these explanatory models. This session will feature ECI's Fellows own Invited Academics as they explore how common myths and lay theories about ethical and unethical behavior often do not hold up in the light of current research.</p> <p><b>Christopher Michaelson</b>, Professor of Principled Leadership, St. Thomas University<br/> <b>Craig Neumann</b>, Distinguished Research Professor, University of North Texas<br/> <b>Debra Shapiro</b>, Clarice Smith Professor of Management, University of Maryland<br/> <b>Linda Trevino</b>, Distinguished Professor of Organizations and Ethics, Penn State</p> |
| Noon - 1:00 pm      | <b>Networking 2: My greatest program opportunity over the next year</b>  |
| 1:00 pm - 1:45 pm   | <b>Break and Networking</b>  |
| 1:45 pm - 3:00 pm   | <p><b>Cultural Agility for Global Leaders</b></p> <p>Cultural agility is a critically important quality for today's global professionals. This session will review a research-based model of nine competencies that are critical for global leaders to cultivate and demonstrate. Fellows will complete a culture competency assessment to better understand their own culture agility profile, how it compares to others in the United States and abroad, and ways to apply the results to enhance influence and effectiveness in a global context.</p> <p><b>Paula Caligiuri</b>, Distinguished Professor of International Business, Northeastern University</p>   |
| 3:00 pm – 3:15 pm   | <b>Office/Message Break</b>  |
| 3:15 pm - 4:00 pm   | <b>Conversation Café and Wrap-Up</b>   |