



Webcast | Rallying Behind an E&C Liaisons Program: How to Develop, Scale, and Embed Key Markets and Business Units

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**Where the Best Companies
Come Together to Advance
Business Integrity**

DEFINE WHAT'S GOOD

Access leading practices of world-class programs

MEASURE & IMPROVE

Benchmark against an unparalleled data set and leading guidance

CURATE & CONVENE

Tap into resources and expertise of leading companies

Expert Panel



**Jonathan
Whitacre**

Executive Vice
President

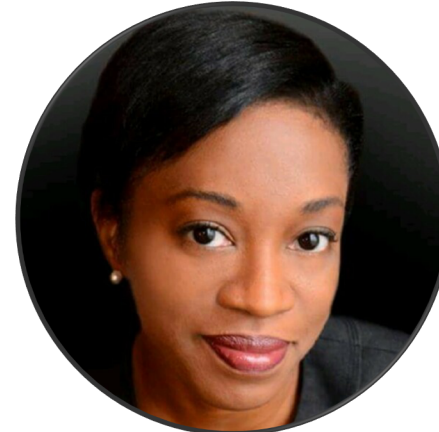
Ethisphere



Claire Handley

Chief Ethics &
Compliance Officer

JLL



Carol Tate

Associate General
Counsel & Director,
Global Ethics and
Compliance

Intel Corporation



Bo van Zeeland

GM, Chief Counsel
Compliance and
Litigation Counsel &
Director, Global
Ethics and
Compliance

SABIC

JLL: 2019 By the Numbers



189

*Rank in Fortune 500
\$18.0 Billion in total
2019 revenues*

5.0B

*Square feet managed
in property &
facilities management*

39,000

*Leasing transactions,
totaling 900 million
square feet leased*

93,000

*Colleagues serving
clients in
80 countries*

97,957

*Hours spent
volunteering in local
communities*

\$5,325,935

*In charitable
contributions*

236,749

*Metric tons of CO2
conserved*



SABIC – GLOBAL DIVERSIFIED CHEMICAL COMPANY



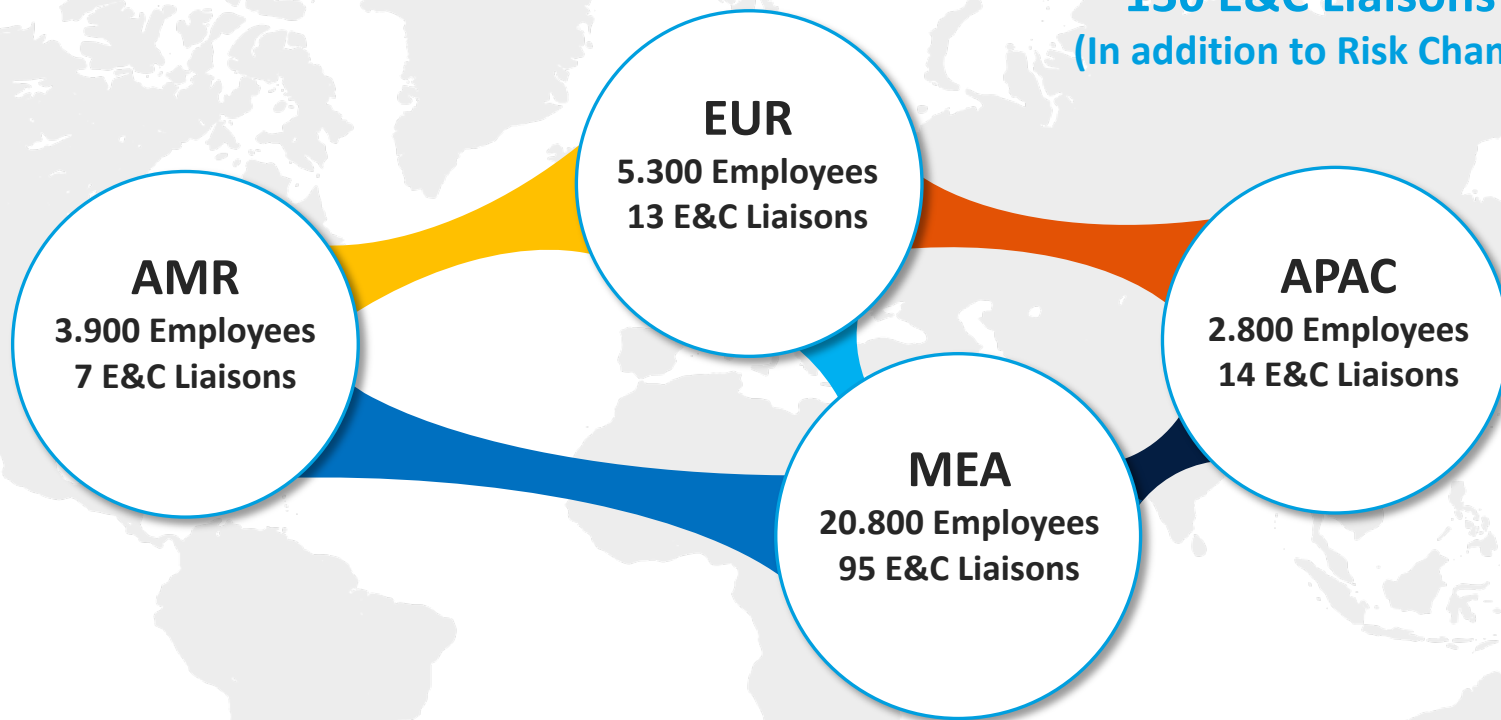
➤ 2019 Annual Revenue
\$ 37,3 B

➤ Employees
~ 33.000

➤ Active in **more than 50** countries

➤ Major operations (Plants and Technology / Research Centers)
in **Saudi Arabia, India China, Netherlands, U.S.A.**

~ 130 E&C Liaisons
(In addition to Risk Champions)



Intel by the numbers

1968

Year Robert Noyce and Gordon Moore founded Intel

\$72.2B

2019 Revenue

119,094

Number of employees in 2019

\$13.4B

R&D invested in 2019

\$5.6B

Dividends to stockholders

9

Manufacturing sites

1M

Hours of employee volunteering

100M

Pledged to support COVID-19 prevention initiatives

\$1M

Pledged to support efforts to address social injustice across various nonprofits and community organizations

4.5B

Kilowatt-hours of energy saved by energy conservation projects since 2012





AUDIT COMMITTEE

ETHICS & COMPLIANCE OVERSIGHT COMMITTEE

LAW AND POLICY GROUP

ETHICS & LEGAL COMPLIANCE



Business Champion Network

Regional Program Participation - 2019



Americas

209



EMEA

25



APAC

123

Participation Across:

143 Client Accounts

32 Business Lines

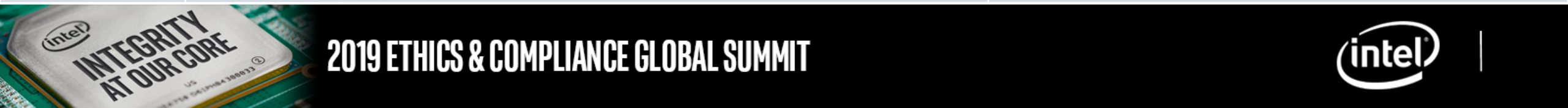
33 Countries

SABIC COMPLIANCE HELPLINE LEADER NETWORK



2019 Ethics & Compliance Global Summit Agenda (Day One)

8:00 - 9:00	Breakfast for Champions & Share Your Why
9:00 - 9:15	Welcome from Intel's CEO
9:15 - 10:00	Discussion with Intel's EVP & General Counsel
10:00 - 10:30	Doing the Right Things Right: Discussion with Intel's Chief Compliance Officer
10:30 - 10:45	Agenda Overview
11:00 - 11:45	Customer Obsession: Fireside Chat
Lunch	
1:00 - 1:45	Keynote: Senior Vice President, General Manager
2:15 - 3:15	Ethics and Compliance Oversight Luminaries
3:15 - 3:45	Celebrating E&C Excellence: Awards Ceremony
4:00 - 5:00	Legal Compliance: GEO Perspectives
5:00 - 5:15	Day 1 Closure
5:30 - 8:00	Dinner



2019 Ethics & Compliance Global Summit Agenda (Day Two)

7:45-8:30	Breakfast
8:30 - 8:45	Welcome & Recap
8:45 - 9:45	Perspectives From the Outside Auditor
10:00 - 10:45	Discussion with Vice President, Finance Controller
10:45 - 12:15	Perspectives from Intel's Key Legal Compliance Program Owners
12:15 - 12:45	Discussion with Vice President, Security Research & General Manager
Lunch	
1:15 - 2:45	External View: Ethics & Compliance and the Human Brain
3:00 - 4:00	Internal Investigations Panel
4:00 - 4:30	Wrap Up & Summit Closure



Our Ethics Liaison Yammer group was established to support JLL's Ethics Liaisons by serving as a resource for information and a forum for open discussion.

Ethics Liaisons
This site is dedicated to supporting the Firm's ethics liaisons by serving as a resource for i... ✓ Joined

NEW CONVERSATIONS ALL CONVERSATIONS FILES SEARCH

Update Question Poll Praise Announcement

Share something with this group...



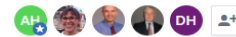
Claire Handley Follow — October 29 at 05:34 PM

Hi Everyone - sharing this article from "Forbes" online "Seven Bold Leaders Reveal How Ethical Leadership Is A Boon To Business." which features business executives explaining the benefits of ethical leadership. True, inspiring stories show a direct relationship between honest, accountable, ethical leadership and quantifiable financial benefits to businesses and the people they serve. We should celebrate our own stories of ethical behaviour – please reach out to Anne Hewett or me if you have a JLL story to share.
<https://www.forbes.com/sites/bruceweinstein/2019/10/14/seven-bold-leaders-reveal-how-ethical-leadership-is-a-boon-to-business/#39ad459b454c>



Seven Bold Leaders Reveal How Ethical Leadership Is A Boon To Business
www.forbes.com

MEMBERS (270)



INFO

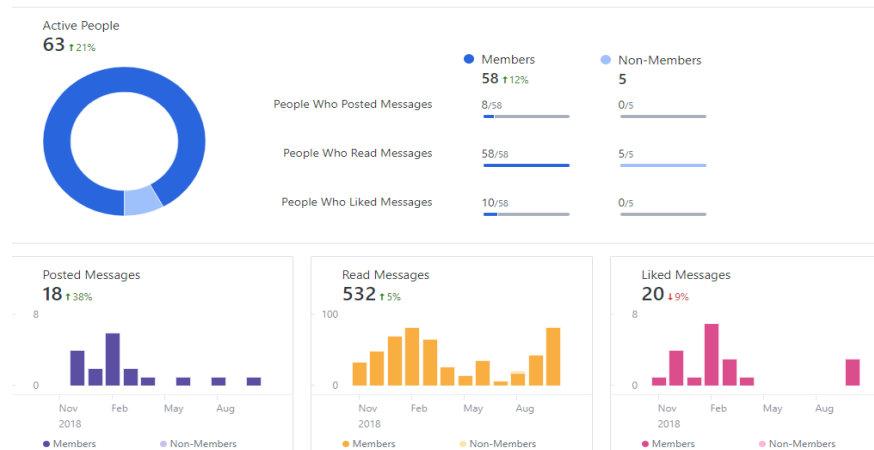
Contacts:

- Claire Handley**
Chief Compliance Officer
Claire.Handley@eu.jll.com
- Anne Hewett**
Contract Manager
Anne.Hewett@am.jll.com

GROUP ACTIONS

- View Group Insights
- Add or Remove Apps
- Add Members
- Create a Live Event

Group Activity November 2018 – November 2019



SABIC COMPLIANCE HELPLINE LEADER NETWORK



OUR NETWORK

✓ Our "Integrity Ambassadors" conducted 133 sessions in 2019 with 3.200 attendees

ENGAGEMENT



Our Compliance Helpline Leaders in Saudi Arabia recently concluded awareness sessions for employees to promote various aspects of integrity culture.

Helpline Leaders explained their role in receiving and handling compliance concerns and supporting employees with integrity questions. They also ensured that employees understand other channels available for reporting Integrity Concerns, including the Speak-Up Icon, Integrity e-Mail Address (i.e. integrity@SABIC.com), via a manager, an HR personnel or a legal counsel.

The Helpline Leaders gave examples to help participants understand the difference between compliance concerns and other issues (such as HR, employment, etc.). Some statistics were also shared about concerns raised and actions taken over the past few years to demonstrate that when an employee raises a concern, it is investigated thoroughly, addressed appropriately, and actions taken if required.

The Helpline Leaders conducted around 100 sessions across SABIC SBU's, Corp. Functions & Affiliates and engaged more than 3,200 employees. Participants appreciated and shared positive feedback on the sessions that provided them an opportunity to interact with the Helpline Leaders, ask questions and get clarification on the concern-handling process.

Helpline Leaders are close to the business, which allows them to view integrity issues with a good business perspective. They are selected based on certain characteristics, (such as highest personal integrity & ethics, ability to maintain confidentiality, privacy & anonymity, good listening & communication skills, known & trusted by employees, etc.). They are trained to ensure the proper handling of integrity issues. They also ensure that feedback is provided if & when an employee raises a concern or asks a question.

We wish to thank the Compliance Helpline Leaders for undertaking the awareness sessions and for their contributions toward promoting our integrity culture.

COMPLIANCE AWARENESS SESSIONS CONDUCTED TO PROMOTE INTEGRITY CULTURE
3 Feb 2020 MEA



COMPLIANCE HELPLINE LEADER (CHL) AWARENESS

- 13 OPEN
- 190 INTACT
- 177 CLOSED
- 56 INVESTIGATIONS
- 121 INVESTIGATIONS
- 74 CORRECTIVE ACTIONS
- 48 HELPLINE LEADERS
- 73 NUMBER OF ATTENDEES
- 4 AWARENESS SESSIONS

Watch The Movie

COMPLIANCE HELPLINE LEADER

COMMON QUESTIONS FROM EMPLOYEES

- What happens after the investigation?
- What happens after the investigation?
- What happens after the investigation?
- What happens after the investigation?

4 COMPLIANCE HELPLINE LEADERS AMBASSADOR OF INTEGRITY

1. Provide Confidentiality, Anonymity & Privacy
2. Provide Clear and Timely Feedback to the Reporting Person
3. Provide Support and Guidance to the Reporting Person
4. Provide Support and Guidance to the Reporting Person

ROLES OF COMPLIANCE HELPLINE LEADER

- Provide Confidentiality, Anonymity & Privacy
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COMPLIANCE HELPLINE LEADER (SSIT)

Best Regards,
Global IT Communication



RECOGNITION



Newsletters

Our Ethics Newsletters are published monthly, distributed to the Ethics Liaisons, and cascaded to colleagues globally. Our newsletters are put in Poppulo, which allows us to measure and track our communications.

Our newsletters cover a variety of topics and include links to the case study of the month and an ethics video.

2019 Ethics Liaison Newsletters	
Newsletter	Topic
January	Ethical Leadership
February	Accurate Books & Records
March	Code of Conduct Awareness
April	Respecting Others
May	Employee Fraud: Misuse of Company Resources
June	Harassment & Discrimination
July	Anti-Money Laundering
August	Reporting Ethical Violations
September	Confidentiality
October	Conflicts of Interest
November	Reporting Misconduct
December	Gifts & Entertainment

August 2019



Reporting Ethics Violations

What would you do if you observed a supervisor harassing a colleague? Would you keep quiet to avoid trouble with your boss or would you report the incident? What if you suspected a colleague was altering reports to make JLL look more favorable to the client? What would you do? Do you ignore the problem and look the other way?



In both cases, **action should be taken.**

JLL's Code of Business Ethics requires all employees to report any suspected or observed wrongdoing. When we fail to report cases like this, we may think we are protecting our co-workers, JLL or ourselves. In fact, we are putting JLL's assets and our reputation at greater risk. Reports may be made to your manager, an Ethics Officer, Human Resources, online at <https://jll.ethicspoint.com> or by calling our 24-hour Ethics Worldwide Helpline at 1 877 540 5066.

Please feel free to share this newsletter, or use this information in your emails, communications, and meetings to create awareness among your team.

What should be reported?

To recognize and report wrongdoing and violations, we all need to be familiar with **JLL's Code of Business Ethics** and our **Corporate Policies**. Examples of issues that should be reported immediately include:

- Harassment
- Discrimination
- Theft or embezzlement
- Fraud
- False or misleading promises to clients
- Falsification of company records or tests
- Safety violations

Ethics Moments




In 2019, our Ethics Liaisons began incorporating **Ethics Moments** into meetings and presentations. Our Liaisons can download and share the Ethics Moments with colleagues to provide training and enhance awareness around ethics.

Ethics Moment

Reporting Ethical Violations

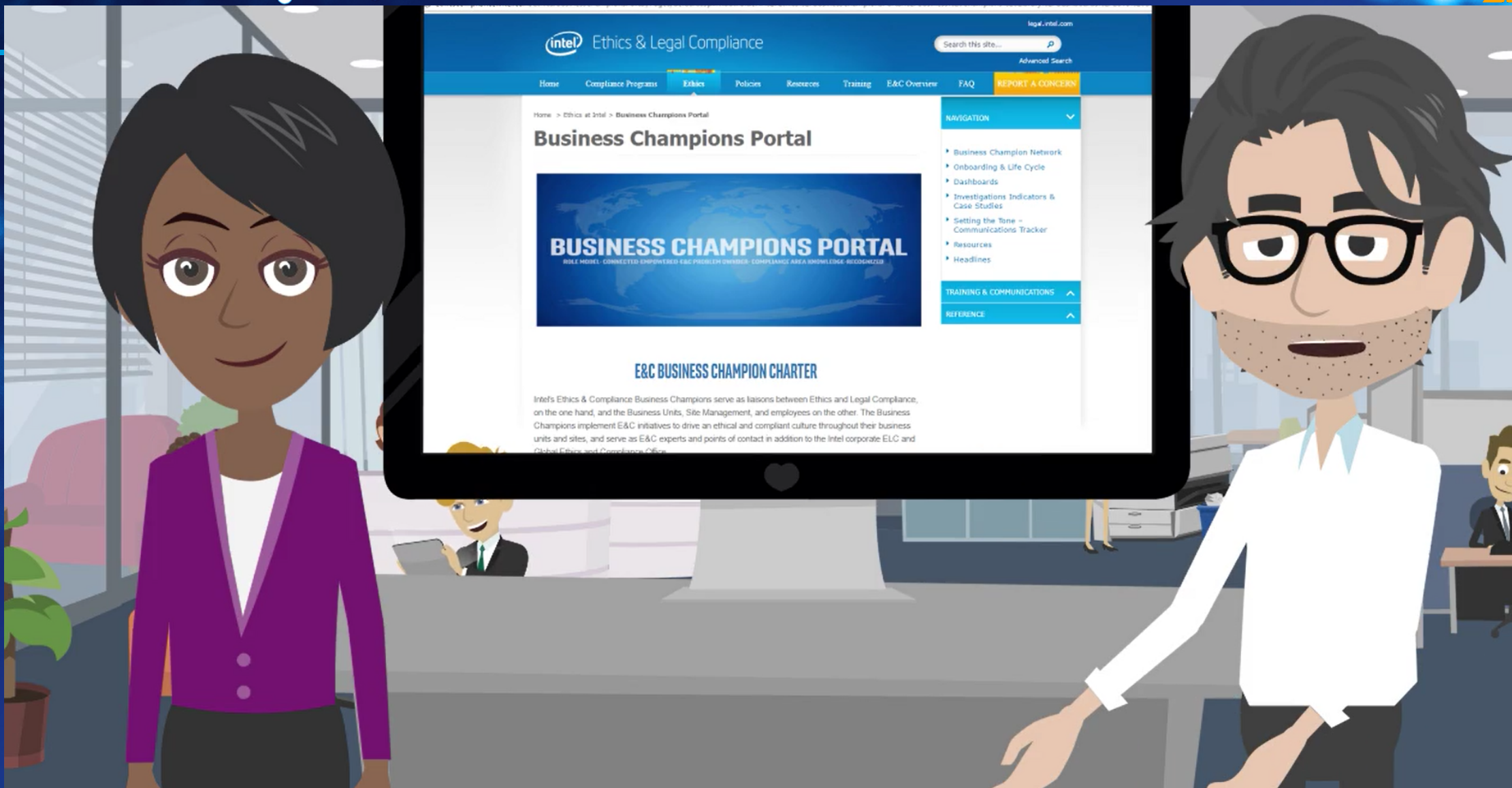
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Ethics Liaison Program Enhancements - 2020



Program Enhancements

In 2020, we will continue our effort to improve and grow JLL's Ethics Liaison program, developing new resources to spread ethics awareness across the organization. Program enhancements include:

JLL Global Ethics Day

Ethics Liaison Certification Program Promotion

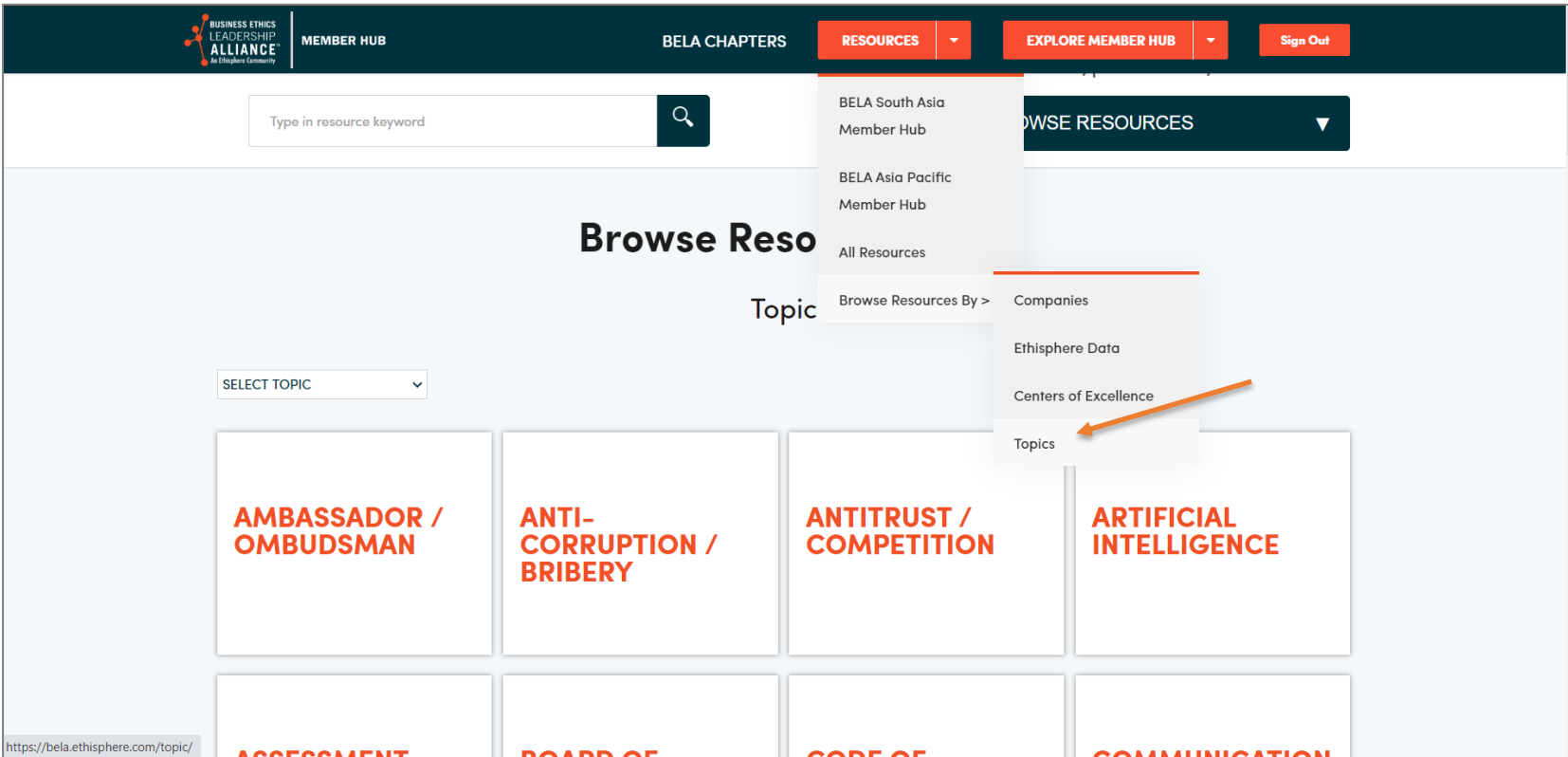
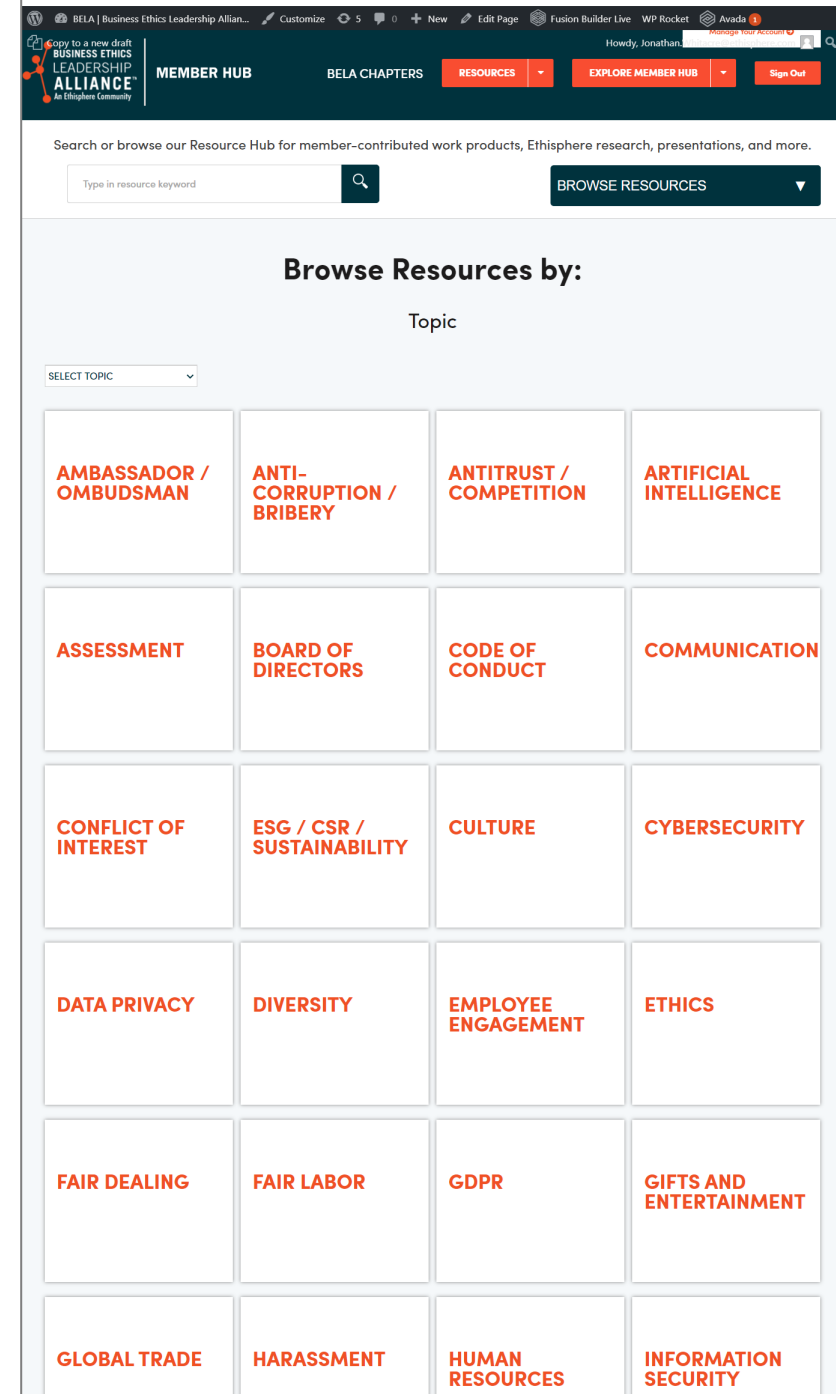
Quarterly Ethics Liaison Meetings – Multiple sessions

Ethics Training - Offer Multiple Bi-annual sessions

Ethics Liaison Campaign – EMEA

2020 Ethics Liaison Champions Programs

Launch – 2020 New Code of Ethics Promotion



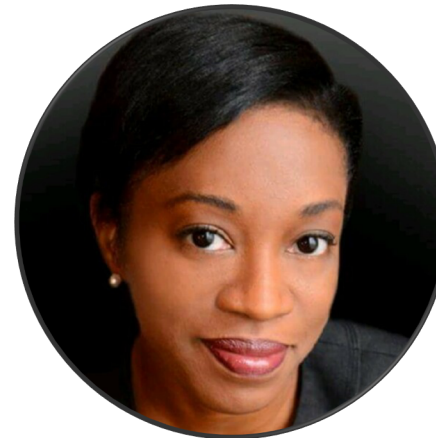
Thanks!!!



Claire Handley

Chief Ethics &
Compliance Officer

JLL



Carol Tate
Associate General
Counsel & Director,
Global Ethics and
Compliance
Intel Corporation



Bo van Zeeland
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Compliance and
Litigation Counsel &
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