



**IFEC**

International Forum  
Ethics & Compliance

**PARIS**

**2025**

**March 27-28**



# INTERNATIONAL FORUM ETHICS & COMPLIANCE



**LE CERCLE  
D'ÉTHIQUE  
DES AFFAIRES**

ÉTHIQUE & CONFORMITÉ DES ENTREPRISES

# Organizing Committee



**MA VIEITEZ**  
CEA Administration



**LOUIS COLIN**  
CEA General Delegate



**ANNE-VIOLAINE MONNIÉ**  
Capgemini



**LAURENCE MOULY**  
Safran Group



**ANNICK LELÉGARD**  
CEA Logistic





# Welcome!

**Dear Ethics and Compliance Colleagues,**

**Welcome to the 1st International Forum Ethics & Compliance Forum (IFEC)!**

If we were to count in EBEF years, this would be the 22nd Forum on Ethics & Compliance hosted by the Cercle d'Ethique des Affaires.

The Organizing Committee is humbled by this heritage and still see themselves as apprentices as they have never organized such an event on their own.

We are excited to have you with us today, yet we feel a bit nervous.

We harnessed our best efforts to make sure this debut is a success.

We are delighted to host you and will no doubt make everything in their power to make you feel at home. Do not hesitate to reach out to them.

Our ambition is that IFEC becomes the best place for Ethics and Compliance professionals to network with colleagues, share experience and ideas on how they practice every day in their organization. Our goal is to create a unique experience blending warm camaraderie and fruitful discussions between peers.

We count on your candid encouragement and feedback during these two days as we certainly hope to repeat next year...

Sincerely,

*The Organizing Committee*



**IFEC**International Forum  
Ethics & Compliance

## Our Rules



### Equal Opportunity to Speak Confidentially

IFEC operates under the Chatham House rule and IFEC participants are free to use the information received during the forum provided they do not reveal neither the identity nor the affiliation of the speaker.

At IFEC, all participants are speakers: they are free to speak, ask any question, corroborate or disagree, and all enjoy equal opportunity to express their views.

### E&C Professionals Only

At IFEC, we are between peers only (meaning no consultants, service providers, attorneys present) which means that we share the same growing pains, face similar challenges, and cope with alike organizational structures that make us close to each other, irrespective of the size of our organization, its nationality, or the level of maturity of our Ethics & Compliance programs.

So when any of us speaks, it is their personal view (and may not be that of their organization). We speak because we trust the other participants will understand us, help us or learn from us, and it gives us the satisfying feeling of growing our E&C Community.

### Generative Process

IFEC is a conference organized by E&C professionals for E&C professionals. The Organizing Team is like the new AI, it's generative! They will plan the next IFEC based on your feedback. So please take a few minutes after each session to scan the QR code on display in the room and cast your vote. « *Vive la démocratie !* »

# Agenda

**Thursday**

**March 27**

**09:00  
10:00**

**Lobby**

## **Registration**

Coffee and tea available.

**10:00  
10:15**

**Les Halles**

## **Forum welcome**

**Stéphanie Scoupe** | President | Cercle d'Ethique des Affaires (CEA)

**10:15  
11:30**

**Les Halles**

## **Nice meeting you!**

An assigned number is on the back of your Forum badge. Please seat yourself at the corresponding table number for this session. Once you find your table, please introduce yourself to the other E&C practitioners.

Wait for a few seconds and... Bang! That's it: you are part of the gang now and for sure we will enjoy it because only great people attend IFEC!

You may be asking yourself if the numbers are randomly allocated. Yes and no. We used some magic (but the politically correct one, without bias or discrimination) to make sure all the people at your table are welcoming and eager to meet you.

**11:30  
12:00**

**La Rotonde**

## **Refreshments and networking break**



**IFEC**International Forum  
Ethics & Compliance**Thursday****March 27**

# Agenda

## Small Group Discussions

*Please choose to attend one of the three concurrent discussions.*

**12:00  
13:15****Bell**

### Is stakeholders management the new Babel Tower Myth?

**Gilles Vermot Deroches** | Chief Corporate Citizenship Officer | Schneider Electric

The Corporate Sustainability Reporting Directive requires that EU Companies identify relevant stakeholders and engage with them to conduct double materiality assessment. This session will offer practical examples to avoid being caught in a modern Babel Tower.

**12:00  
13:15****Berliner**

### There is no such thing as an investigation text book but...

**Iohann Le Frapper** | Chief Ethics Officer | SNCF Groupe

The CEA and the French Association of InHouse Lawyers joined forces to write the *Investigative Process Guide* that will be presented at this session. What are best practices? What processes are needed to ensure that internal investigations are impartial, fair and confidential? How to communicate investigation findings, and to whom?

**12:00  
13:15****Edison**

### AI Act Compliance

**Geneviève Fieux Castagnet** | Head of AI Ethics | SNCF Groupe

**Nesrine Boukri** | DPO | Kuehne+NAGEL

As the Artificial Intelligence Act is coming into force in 2026, organizations are getting ready to ensure compliance. This session will take you by the hand and walk you through the various implementation stages, relying on the recently released guide co-edited by the CEA on AI Act Compliance.

**13:15  
14:30****Restaurant**

## Lunch break



# Agenda

March 27 Thursday

## Small Group Discussions

*Please choose to attend one of the three concurrent discussions.*

14:30  
15:45

Edison

### Journey to get ISO 37001 certified on anticorruption

**Eric Balastre** | Ethics Officer | Renault Group

Travel in good company and get prepared for a long, sometimes bumpy but overall rewarding journey to get ISO 37001 certified. Renault got awarded in 2024; so learn from them if one of your objectives is to join the growing number of companies that found the road to heaven!

14:30  
15:45

Bell

### Does ethical lobbying exist?

**Chrystel Lanxade** | E&C Chief Officer | Servier

Post Qatargate, what are the lessons learned in terms of responsible lobbying? How does it intersect with the fight against corruption? What are the applicable legislative frameworks? Get answers from a highly regulated sector: healthcare. This breakout is moderated by Maylis Pado who received the CEA Award for Best LLM Research Work in 2024.

14:30  
15:45

Berliner

### Revamp your Code - Measure your ethical culture

**Alexandre Berger Anselmi** | Ethics Director | Sodexo

Hear from a World's Most Ethical Companies® honoree how they revamped their Code of Ethics and what positive impact it had on their ethical culture. They will also explain how they measure it.

15:45  
16:15

La Rotonde

## Refreshments and networking break



**IFEC**International Forum  
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## Small Group Discussions

*Please choose to attend one of the three concurrent discussions.*

**16:15  
17:30****Berliner**

### The annoying question of too little or too many and too complex KPIs

**Stéphanie Scoupe** | Chief Ethics & personal data officer | ADP Group

Death by reporting is near for E&C Officers who need to «fully» report on the program while being concise, sensitive to management shortness of time, and mindful of the other reporting formats that exist in the organization. See how this peer manages it.

**16:15  
17:30****Bell**

### Come and walk the woke

**Karine Vasselin** | Group Diversity & Inclusion Lead | Capgemini

**Fabiola Dor** | Journalist, Diversity & Inclusion Advocate

As E&C Officers we have learned how to walk the talk but, in today's world where freedom of speech and minorities rights are being redefined, do we still know how to talk on diversity and inclusion topics, let alone develop a diverse and inclusive work place.

**16:15  
17:30****Edison**

### World Bank anti-corruption/fraud standards

**Joseph C. Mauro** | Integrity Vice Presidency | World Bank

Learn from the World Bank about the anticorruption/fraud standards for organizations participating in its projects, and the sanctions and monitorships that the World Bank can impose on companies for corruption and fraud.

**17:30  
17:45****Les Halles**

### Back to Plenary Room

**17:45  
18:30****Les Halles**

### Reading the mind of a fraudster



Thursday

March 27

Agenda

## Cocktail and Finger Food

18:30

20:30

La Rotonde



## CEA Highlights



2024 Ethical Climate  
Barometer (FR)



2024 Benchmark  
Functions E&C (EN)



IFACI-CEA AI Guide  
Ethics, Risks and control (FR)



2025 Trend Book (FR)



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# Agenda

**Friday****March 28****09:30  
09:45****Les Halles**

## Welcome back

**09:45  
10:45****Les Halles**

## Doctors on site for E&C Officers

**Dominic Hall** | E&C Veteran**Iohann Le Frapper** | Chief Ethics Officer | SNCF Groupe**MA Vieitez** | E&C Veteran

## Small Group Discussions

*Please choose to attend one of the three concurrent discussions.***10:45  
12:00****Edison**

## Don't get lost while doing your risk map!

**Domitille Fontaine-Castet** | Group Chief Compliance | Accor Group

At the beginning was... the risk map. But because the map is not the territory, it needs to be revisited periodically which carries the inherent risk of becoming a tick-the-box exercise. You will avoid this risk by identifying icebergs that are floating on the horizon.

**10:45  
12:00****Bell**

## Ebb and flow in ESG. Journey with the investment sector

**Diana Triana** | Head of ESG Research | SG Investment Solutions France

Learn from a major management company how they built up their ESG assessment procedure and hear what they have in mind for the future of ESG post Omnibus.

**10:45  
12:00****Berliner**

## Internal investigation: a Prosecutor point of view (in French)

**Jérôme Simon** | Financial crime prosecutor | Parquet national financier (PNF)

Is the time and money spent on an internal investigation worth it? What is the evidentiary value of an internal investigation report when faced with prosecution?

**12:00  
13:15**  
**Restaurant**

## Lunch break



## Small Group Discussions

*Please choose to attend one of the three concurrent discussions.*

**13:15  
14:30**  
**Edison**

### Please make yourself available to the investigator

**Alissa Maximova** | Investigation Head EMEA | JLL

**Alexandre Berger Anselmi** | Ethics Director | Sodexo

This session will walk you through the steps of the investigative process and explore some of the challenges you may be facing when you are investigating sensitive matters.

**13:15  
14:30**  
**Berliner**

### ABC screening of third-parties: the Regulator's expectations

**Angélique Ivanciuc** | Anticorruption Advisor | French Anticorruption Agency

The French anti-corruption agency will share its expectations as to third-parties screening. Always better to hear it from the organ-grinder!

**13:15  
14:30**  
**Bell**

### Human Rights: World Bank perspective

**Serge Selwan** | Senior Policy Adviser to the Inspection Panel | World Bank

Walking the talk in responsible finance: the World Bank Inspection Panel explains the why and how of human rights requirements for financing projects.

**14:30  
15:00**  
**La Rotonde**

## Refreshments and networking break



**IFEC**International Forum  
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## Small Group Discussions

*Please choose to attend one of the three concurrent discussions.*

**15:00  
16:15****Bell**

### Lesson-learned on ESG due diligence

**Jean-François Denis** | Commercial Aircraft Ethics & Compliance Officer | Airbus

Screening all third-parties (from sales agents, to suppliers and clients) for all ESG risks (from corruption, to human rights and environmental) seems like squaring a circle. To add complexity, organizations usually have several teams, in various functions using different processes to conduct the checks. Geometry will not give the answer but a seasoned E&C Officer may give you a few tips.

**15:00  
16:15****Edison**

### Still ready to fight corruption?

**Nikada Batchoudi** | CEO | Afrika Compliance Academy

**Laurence Fabre** | Transparency International

FCPA was enacted in 1977 and the TI perception Index was first released in 1995. The former will no longer be enforced against US Companies while the latter shows that major countries' scores are not improving. Have we reached the apex? Is corruption still a winnable fight? How can E&C Officers remain engaged? What is the current situation of corruption on the African continent?

**15:00  
16:15****Berliner**

### Oh Happy Day...This is the Ethics Day!

**Iohann Le Frapper** | Chief Ethics Officer | SNCF Groupe

**Véronique Dransart** | Director of Ethics Projects | L'Oréal

Learn from two companies how they plan their Coms Activity and manage their network of Ethics Ambassadors throughout the year to culminate in a successful annual Ethics Day.

**16:15  
16:30****Les Halles**

### Closing Remarks

**MA Vieitez** | CEA Administration

**16:30**

### Safe Travel Home





## About Your Host



### Le Cercle d'Éthique des Affaires (CEA)

cea@cercle-ethique.net  
www.cercle-ethique.net

The Cercle d'Éthique des Affaires was founded in 1993 and is the longest serving Ethics and Compliance Association in France. In 2011, its Articles of Association were amended to keep abreast with the evolution of the profession with the goal to become the trusted house for the Ethics and Compliance practitioners where they can

meet and share confidentially on their practice.

The CEA has set itself the mission to promote Ethics and Compliance in the management and governance of French companies and to provide food for thought for decision-makers in both the private and public sectors. The CEA firmly believes that in today's market economy, ethical behavior and its control through compliance are the conditions for longevity and success of the corporate world.

The CEA offers various activities to help strengthen its members' professional practice from "reflecting" on prospective topics at "Conférences Prospectives" (Prospective Discussions), to "learning" about a new law, or "doing" practical case studies, or "sharing" by conducting specific benchmarks in small working groups at the "Ateliers Pratiques" (Practical Workshops), "Ateliers Regard sur..." (Glance at...), "Café des Tendances (What's up Café). The CEA also hosts authors in the "Librairie" (Book Club). In addition, the CEA produces studies and provides its members with an annual Barometer of the Ethical Climate in Business, an annual Trends Book on E&C, and a benchmark of E&C functions.

Check out  
our annual Agenda



### Stéphanie Scouppe

President | Chief Ethics & personal data officer | ADP Group

Stéphanie Scouppe is Chief Ethics Officer at Groupe ADP, a French company building and managing airports. She started her career as Environmental Engineer and coupled this background with a MS in Marketing and Communication from ESCP. She also earned a MBA from HEC and lately got certified as Coach (Transformance School). Her view has always been that sustainable development is not only a necessity, it also creates value for the company and its employees on the long term. She sees E&C as a cultural journey more than a mere change in procedures as she believes more in the power of values than threats of punishment.





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## Small Group Discussions



**ERIC BALASTRE**

Ethics Officer | Renault Group

**Journey to get ISO 37001  
certified on anticorruption**



**FABIOLA DOR**

Journalist, Diversity & Inclusion

**Come and Walk the Woke**



**NIKADA BATCHOUDI**

CEO | Afrika Compliance Academy

**Still ready to fight corruption?**



**VÉRONIQUE DRANSART**

Director of Ethics Projects | L'Oréal

**Oh Happy Day...This is the  
Ethics Day!**



**ALEXANDRE  
BERGER-ANSELM**

Ethics Director | Sodexo

**Revamp your Code - Measure  
your Ethical Culture**



**LAURENCE FABRE**

Transparency International

**Still ready to fight corruption?**



**NESRINE BOUKRI**

DPO | Kuehne+Nagel

**AI Act Compliance**



**GENEVIÈVE FIEUX-CASTAGNET**

Head of AI Ethics | SNCF Groupe

**AI Act Compliance**



**JEAN-FRANÇOIS DENIS**

Ethics & Compliance Officer | Airbus

**Lesson-learned  
on ESG Due Diligence**



**ANGÉLIQUE IVANCIUC**

Anticorruption Advisor | French  
Anticorruption Agency

**ABC screening of third-parties:  
the regulator expectations**

# Leading Peers



**CHRYSTEL LANXADE**

E&C Chief Officer | Servier

**Does ethical lobbying exist?**



**SERGE SELWAN**

Senior Policy Adviser to the  
Inspection Panel | World Bank

**Human Rights: World Bank  
Perspective**



**IOHANN LE FRAPPER**

Chief Ethics Officer | SNCF Groupe

**There is no such thing as an  
Investigation Text Book but...**



**JÉRÔME SIMON**

Financial crime prosecutor |  
Parquet national financier (PNF)

**Internal investigation report: a  
Prosecutor point of view**



**JOSEPH C. MAURO**

Integrity Vice Presidency |  
World Bank

**World Bank Anticorruption/  
fraud Standards**



**KARINE VASSELIN**

Group Diversity & Inclusion Lead |  
Capgemini

**Come and Walk the Woke**



**ALISSA MAXIMOVA**

Investigation Head EMEA | JLL

**Please make yourself available  
to the Investigator**



**DIANA TRIANA**

Head of ESG Research |  
SG Investment Solutions France

**Ebb and flow in ESG. Journey  
with the investment sector**



**STÉPHANIE SCOUPPE**

Chief Ethics & personal data officer |  
ADP Group

**The annoying question of  
too little or too many and too  
complex KPIs**



**GILLES VERMOT DEROCHES**

Chief Corporate Citizenship Officer |  
Schneider Electric

**Is stakeholders management  
the new Babel Tower Myth?**

## Agenda at a Glance

### Thursday March 27

09:00 - 10:00	REGISTRATION	Lobby
10:00 - 10:15	FORUM WELCOME	Les Halles
10:15 - 11:30	NICE MEETING YOU!	Les Halles
11:30 - 12:00	REFRESHMENTS AND NETWORKING BREAK	La Rotonde
12:00 - 13:15	SMALL GROUP DISCUSSIONS	Studios
13:15 - 14:30	LUNCH BREAK	Restaurant
14:30 - 15:45	SMALL GROUP DISCUSSIONS	Studios
15:45 - 16:15	REFRESHMENTS AND NETWORKING BREAK	La Rotonde
16:15 - 17:30	SMALL GROUP DISCUSSIONS	Studios
17:30 - 17:45	BACK TO PLENARY ROOM	Les Halles
17:45 - 18:30	READING THE MIND OF A FRAUDSTER	Les Halles
18:30 - 20:30	COCKTAIL AND FINGER FOOD	La Rotonde

Bell Berliner Edison

Bell Berliner Edison

Bell Berliner Edison

### Friday March 28

09:30 - 09:45	WELCOME BACK	Les Halles
09:45 - 10:45	DOCTORS ON SITE FOR E&C OFFICERS	Les Halles
10:45 - 12:00	SMALL GROUP DISCUSSIONS	Studios
12:00 - 13:15	LUNCH BREAK	Restaurant
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15:00 - 16:15	SMALL GROUP DISCUSSIONS	Studios
16:15 - 16:30	CLOSING REMARKS	Les Halles

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Bell Berliner Edison

**NOVOTEL PARIS LES HALLES - ATELIER H**  
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