

# Ethics Mirror Survey CCO & CEO

**“Doing the right thing  
when no one is watching you”**



# 26 participants so far... and more to come!

Name of the interviewee	Name of the company	Function
Stephen Nguyen	AbbVie	Regional Director Ethics & Compliance W. Europe Israel & Canada
Pascale Richetta	Abbvie	Vice-President W. Europe & Canada
Ursula Hohlneicher	Astrazeneca	Director R&D Quality & Compliance
Eva Gardyan Eisenlohr	Bayer Pharma	Chief Compliance Officer
Ann Beasley	Biogen	Senior Vice President and Chief Compliance Officer
Johanna Friedl-Naderer	Biogen Zurich	SVP Head Europe & Canada
Sabine Nicolaus	Boehringer Ingelheim	Head of Prescription Medicine CEE
Neli Nedkova	Boehringer Ingelheim RCV GmbH & Co KG	Regional Compliance & Ethics Officer RCV
Suzanne Durdevic	Boston Scientific	Senior Director, General Counsel EMEA
Eric Thépaud	Boston Scientific	Senior Vice-President, EC Member and President Europe
Nick Devereux	Eli Lilly and Company	Senior Director, Ethics & Compliance, Europe
Andrew Hotchkiss,	Eli Lilly and Company	President Europe & Canada
Jacques Fontas	GE Healthcare	Compliance Chief Officer
Jean-Michel Malbrancq	GE Healthcare	President and CEO
Richard Walters	GSK	Head of Ethics & Compliance, Pharma Europe
Marc de Garidel	Ipsen	President & CEO
Dominique Laymand	Ipsen	Compliance Chief Officer
Anthony Mcquillan	Medtronic International	Vice-President Legal & Compliance EMEA
Ariadna Quesada	MicroPort Orthopedics	Head of compliance Europe - Africa
Dipti Amin	Quintiles	Senior Vice President and Chief Compliance Officer
Anand Tharmaratnam	Quintiles	President & Head of Asia Pacific
Dominik Geller	Roche	Head Healthcare Compliance Office
Dante Beccaria	Sanofi	VP Global Compliance
Fabrice Dubois	Servier	Director International Legal Coordination
Thomas Hauser	Siemens healthcare	Global Chief Compliance Officer
Anne-Sophie Bricca	Terumo	Director Legal Affairs & Compliance EMEA
Régis Leonard	Terumo	Vice-President EMEA Commercial Operations
Heidi Jauch	Zimmer Biomet	VP Compliance Officer EMEA
Willems, Jean-Pierre	Zimmer Biomet	General Manager <i>(Interview scheduled on May, 13th)</i>

# Thinking about compliance

- The words that embody « compliance » at best:



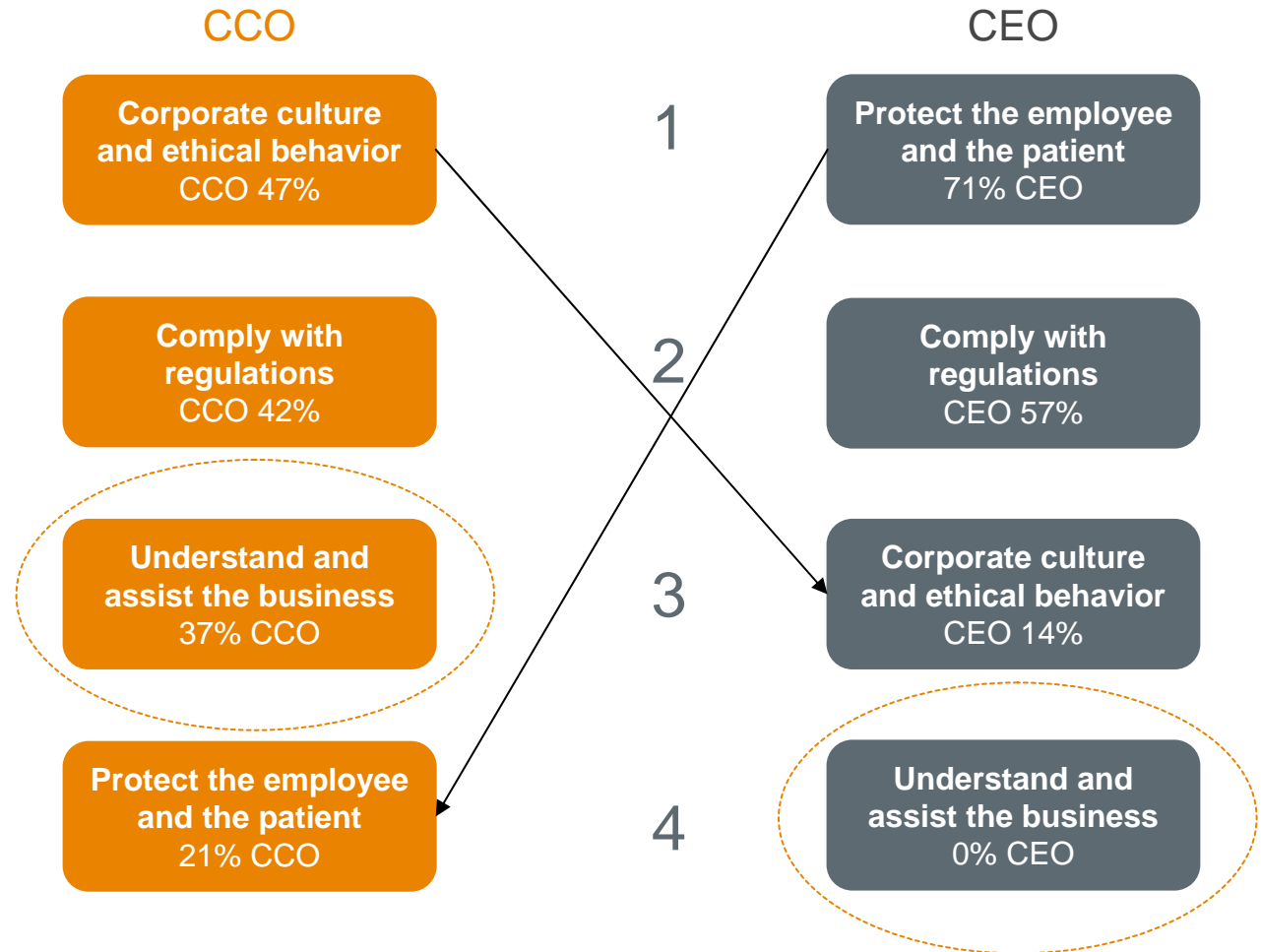
According to CCO\*



According to CEO\*

*\*We extracted the most recurring themes from the answers given to the question "What are the three words coming to your mind when compliance is at stake?"*

# Defining compliance... in 30 seconds



*\*the total % is greater than 100% as CCOs and CEOs often integrate several characteristics in their definition of "compliance"*

# Compliance as a strategic tool



		CCO	CEO
STRATEGIES	<b>Investment strategy</b> <ul style="list-style-type: none"> <li>Which market, in which country ?</li> <li>Costs of compliance, opportunity-cost analysis</li> </ul>	5%	29%
	<b>Sales strategy</b> <ul style="list-style-type: none"> <li>How to address the HCP and the patient ?</li> <li>Show a different image</li> <li>Use good <b>reputation</b> as a sales weapon</li> </ul>	37%	29%
	<b>Human resources strategy</b> <ul style="list-style-type: none"> <li>Great place to work</li> <li>Keep and attract talents</li> </ul>	16%	43%
HOW ?	<b>Up-front participation</b>	21%	0%
	<b>Integration with the business at every stage</b>	58%	43%

*\*the total % is greater than 100% as CCOs and CEOs often integrate several features in their conception of compliance as a strategic tool*

# Compliance as a competitive tool

According to you, what would make compliance a competitive tool?

CCO: *"It increases our brand in the market, help us attract talent."*

CCO: *"Our ability to investigate risks is a competitive advantage."*

CCO: *"Competitive advantage: in public tenders it helps because it proves that our business is clean even if we're not the cheapest."*

CCO: *"Key to have a strong reputation."*

CEO: *"It's a competition advantage, because it helps you to be trusted and highly regarded as a company."*

According to CCO



According to CEO



\*% of answers given to the question "According to you, what makes compliance a competitive tool?"

# Skills required to be a good CCO

According to CCO\*

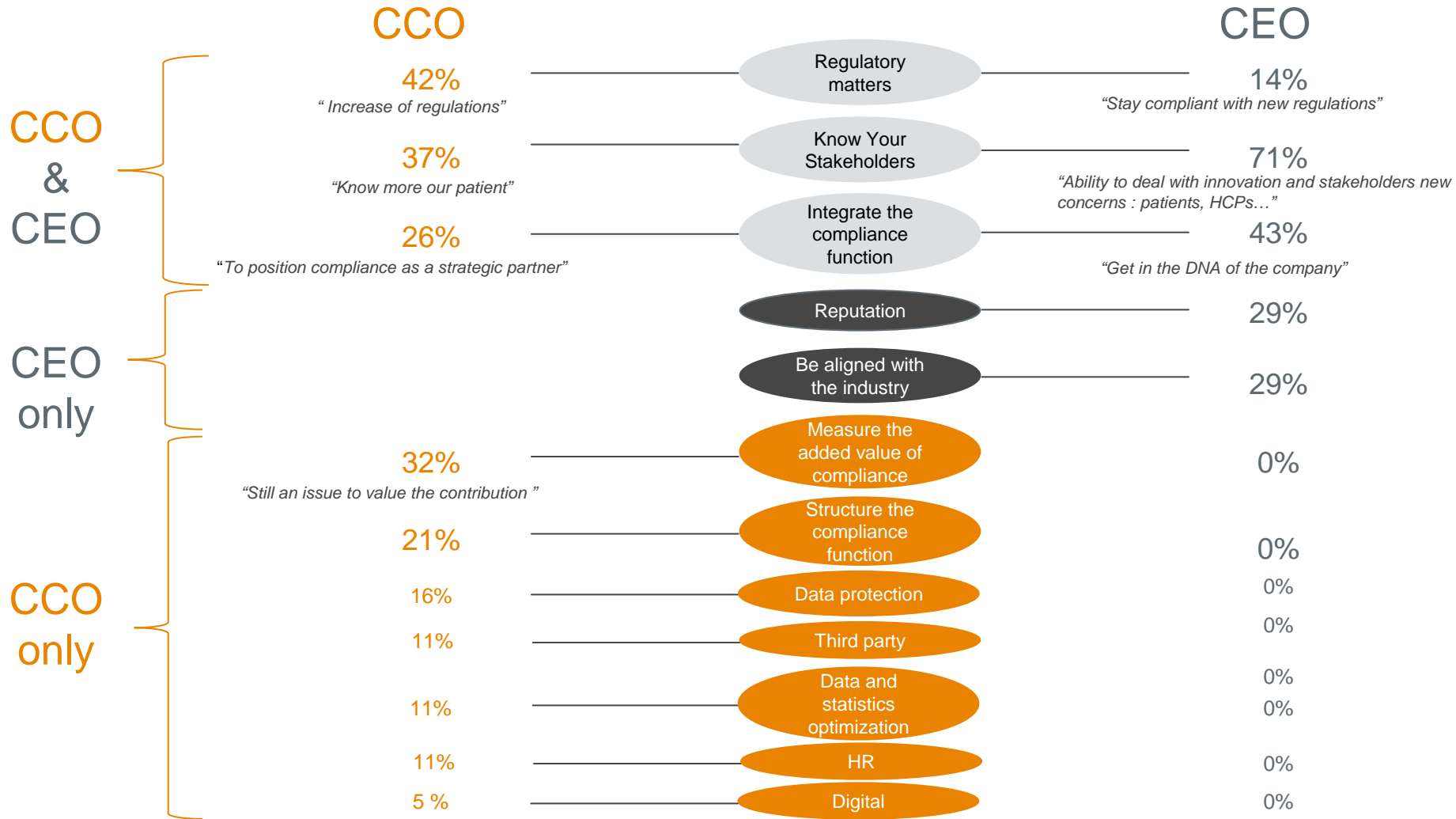
legal background  
 integrity **Communication**  
 critical thinking  
**Have courage** pragmatic  
 sense of judgement **leadership skills**  
**knowledge of the business**  
 solution oriented management skills  
 ability to listen  
 independent  
 deep experience

According to CEO\*

management skills  
**Communication**  
 sense of judgement independent  
**knowledge of the business**  
 deep experience critical thinking  
 pragmatic **Have courage**  
 ability to listen  
 leadership skills

\*We extracted the most recurring themes from the answers given to the question "What are the skills required to be a good CCO?"

# Compliance departments future challenges





# Ethics

## Mirror Survey CCO & CEO

HEIDRICK & STRUGGLES



**Marc Bartel**

**Olivier Chaduteau**

