



Alexandra, Countess of Frederiksborg

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Alexandra, Countess of Frederiksborg and former Princess Alexandra of Denmark, currently resides in Copenhagen with her two sons, Prince Nikolai and Prince Felix. Countess Alexandra has a career background in marketing and has held numerous positions in a range of corporate and philanthropic pursuits. The Countess was named Poling Chair of Business and Government at Kelley Business School, University of Indiana in 2017-2018, and was a former patron of UNICEF Denmark, during which time she travelled to Thailand and visited, among others, HIV/AIDS patients.

Countess Alexandra is currently a patron of the Danish Parkinson's Association, and spent 25 years as a Patron of the Danish Association for the Blind. She has been a non-executive board member of Ferring Pharmaceuticals since 2007, and holds the position of Chairperson of the Ethics and Compliance Board Committee.



KELLEY SCHOOL OF BUSINESS
Executive Education



The Ferring Philosophy

People come first at Ferring

Because this is so...

Patients using our products and physicians prescribing them have a right to expect:

- that we will only make available those products in which we have full confidence.
- that we will offer the best possible products at the most reasonable cost.
- that Ferring's employees will always display courtesy and respect, and act professionally.

Ferring seeks the loyalty of these patients and physicians, and we are prepared to earn this loyalty anew every day.

Ferring expects that its employees will create value for the company and its stakeholders.

Ferring employees, at all levels, have a right to expect from the company and their colleagues:

- respect, support and encouragement.
- a work environment that is safe, stimulating and rewarding.
- the freedom to make mistakes and to admit to them without fear of retribution.
- that the highest standards of integrity will be maintained at all times.
- that colleagues will never knowingly do anything to compromise their position as Ferring employees.
- that all who represent Ferring will do so in ways that generate respect for the company and its employees.

Always do what is right, proper and ethical, and encourage your colleagues to do so.

Speak out when you think that wrongs are being committed in Ferring's name.

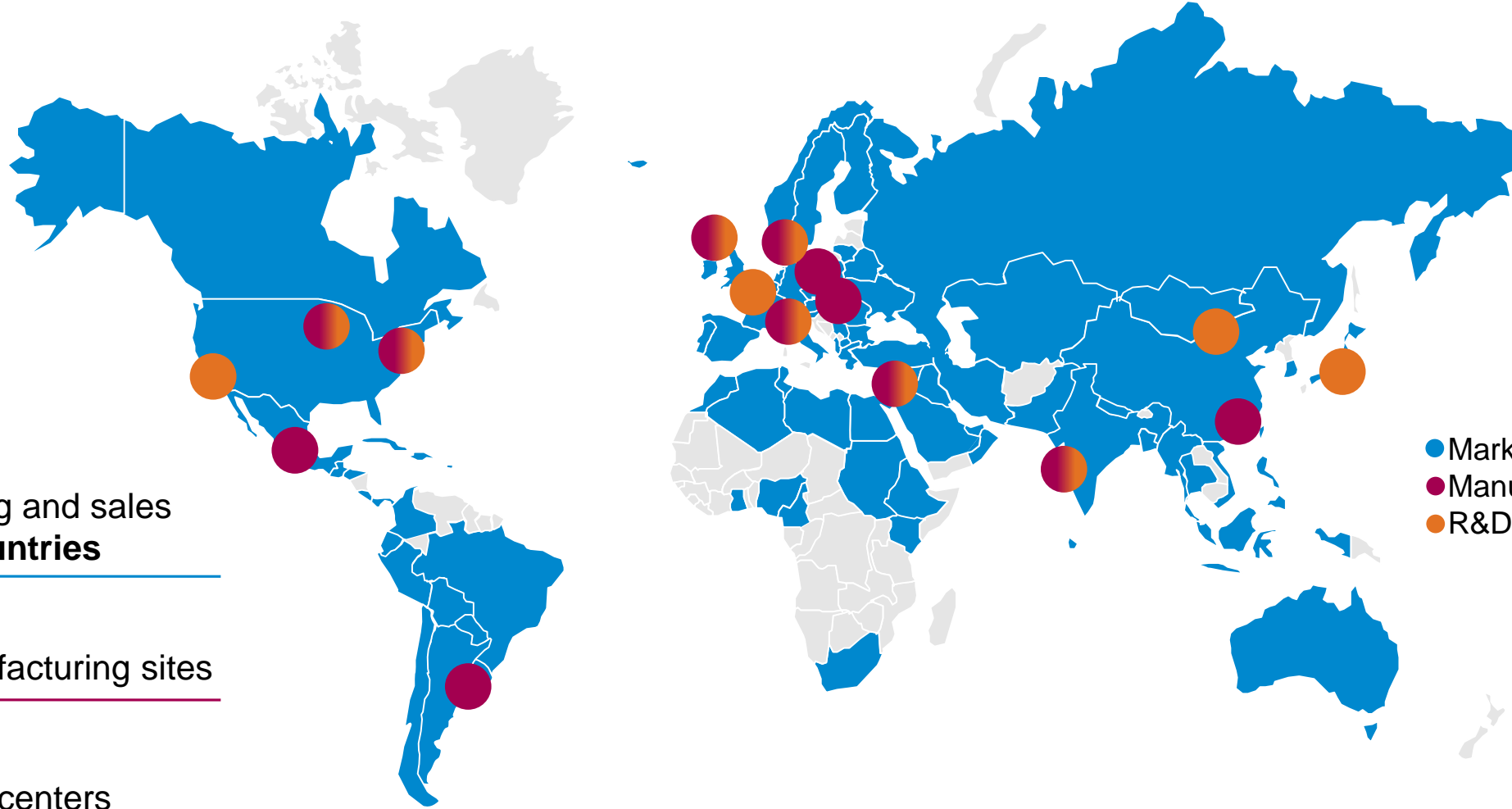
Be loyal, but only to that which is just, equitable, honorable and principled – and true to the Ferring philosophy.

No statement of principled behavior can ever cover every situation, or deal with every contingency. It can only set the tone, making each individual responsible for applying that tone to his or her everyday practice. We strive to set that tone with five simple words:

People come first at Ferring



Global presence in over 110 countries



Marketing and sales
in **56 countries**



12 manufacturing sites



11 R&D centers

- Marketing and sales
- Manufacturing sites
- R&D centers



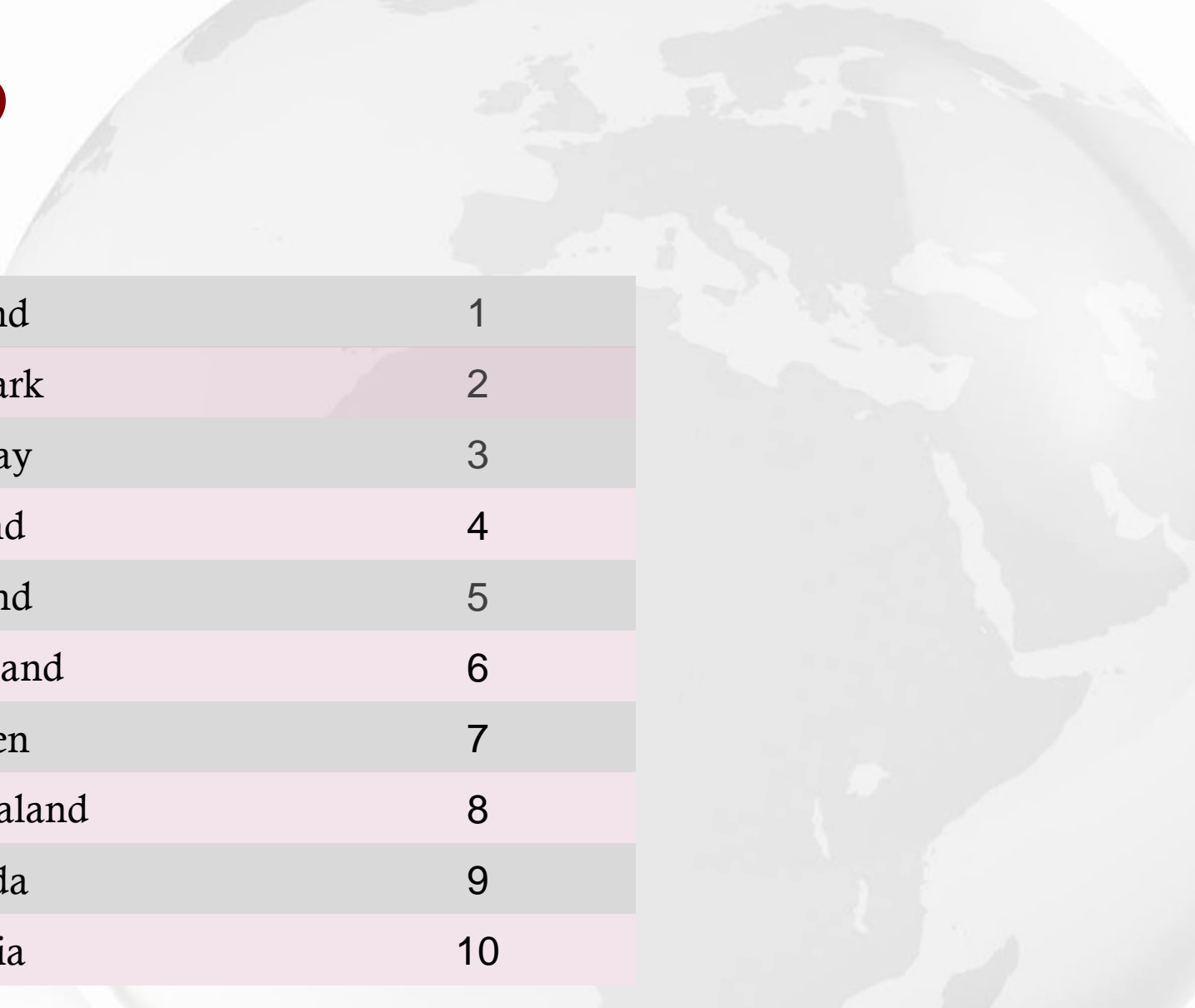
GREVINDE ALEXANDRA
MIT LYKKELIGE LAND



Countess Alexandra
My Happy Land

Measured Happiness

World Happiness Index 2019



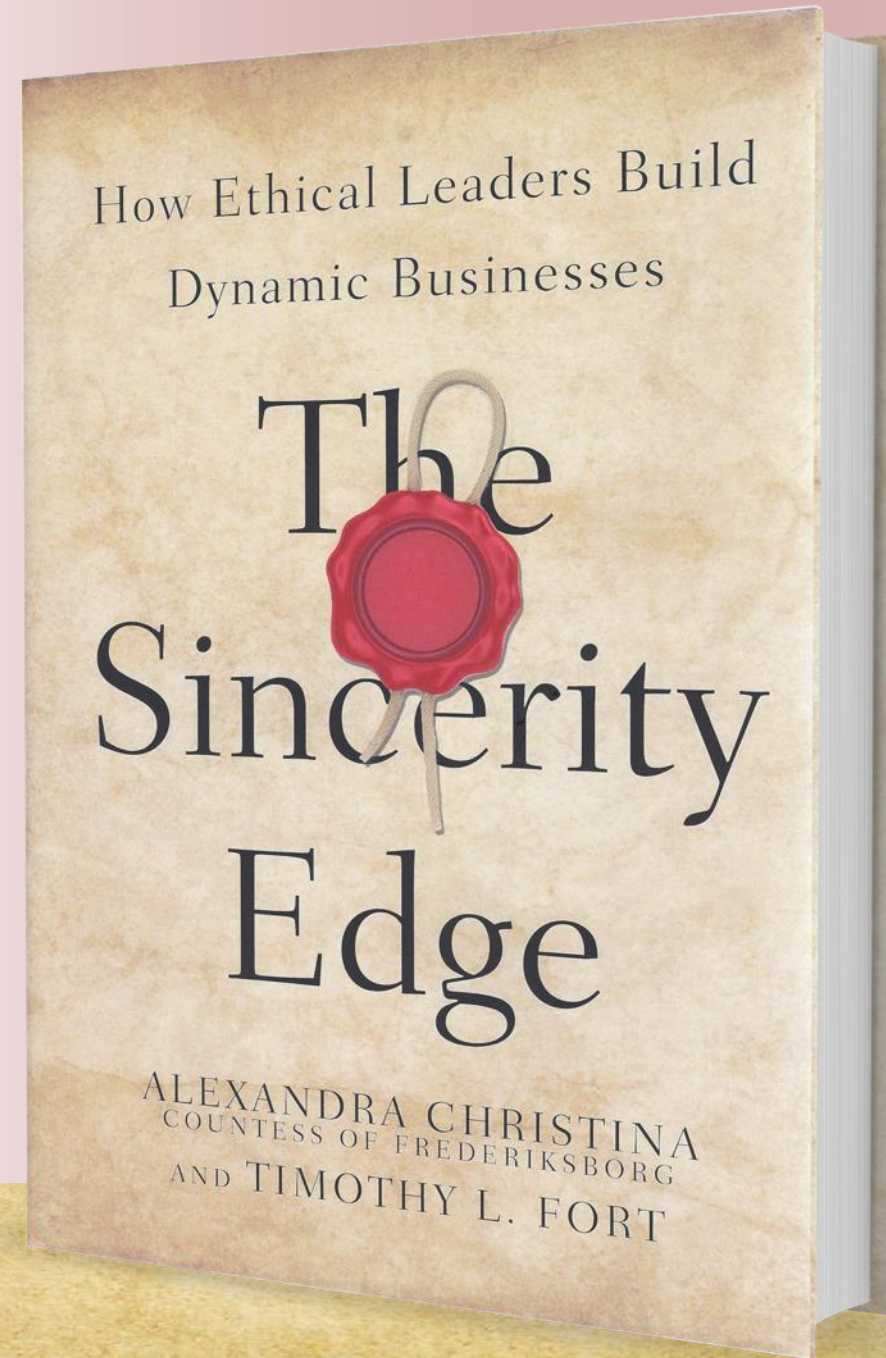
Finland	1
Denmark	2
Norway	3
Iceland	4
Holland	5
Switzerland	6
Sweden	7
New Zealand	8
Canada	9
Austria	10

I Found Trust = Happiness

Hard Trust
Real Trust
Good Trust

The Sincerity Edge

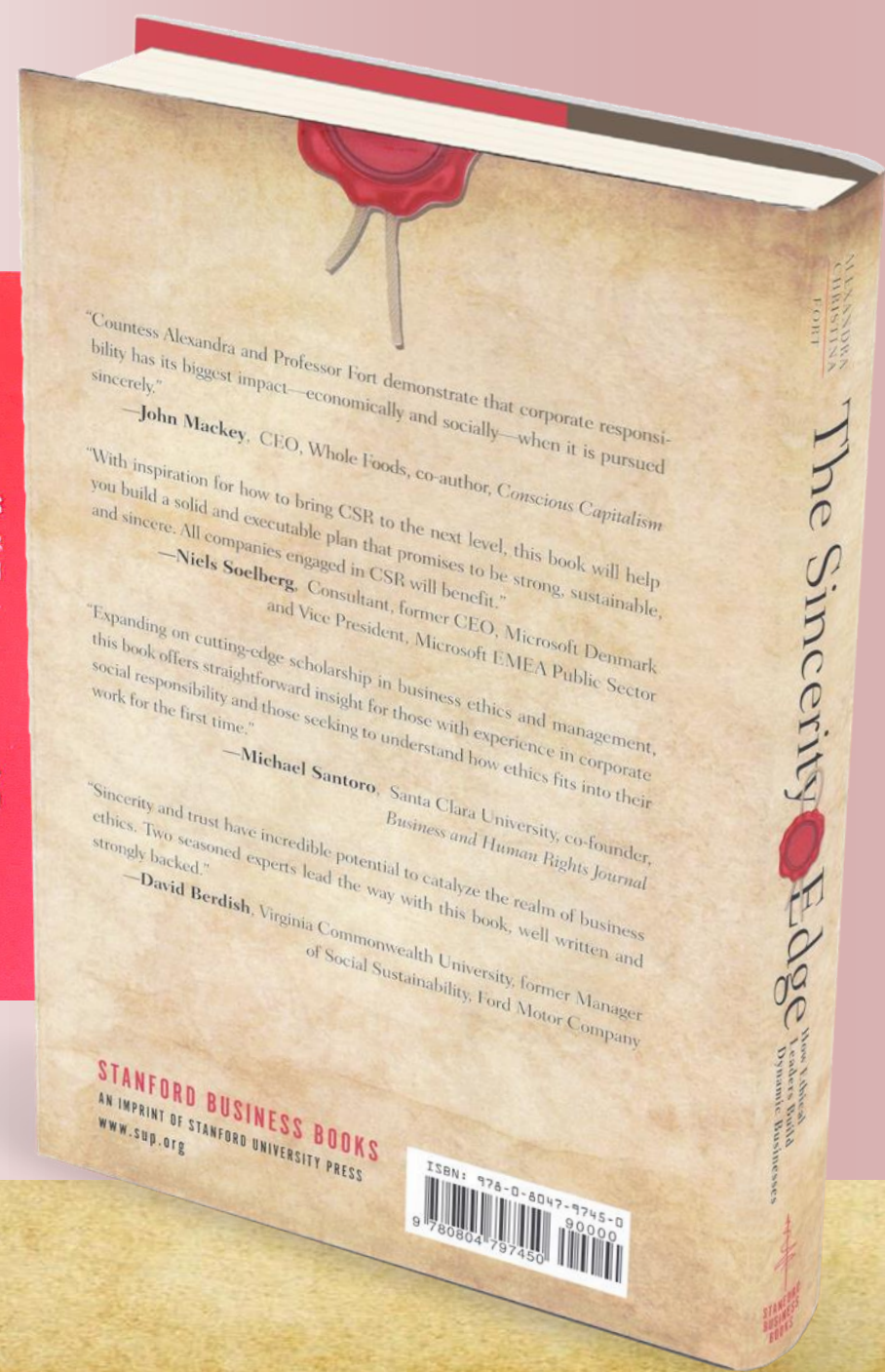
The Countess is co-author of two books, namely *The Sincerity Edge* (2017) and more recently *Mit Likkelige Land* (My Happy Land), published in 2018.



The Sincerity Edge

ALEXANDRA CHRISTINA, COUNTESS OF FREDERIKSBORG is a board member of Ferring Pharmaceuticals International in Switzerland and Patron of the Danish Parkinson Association and the Danish Association of the Blind.

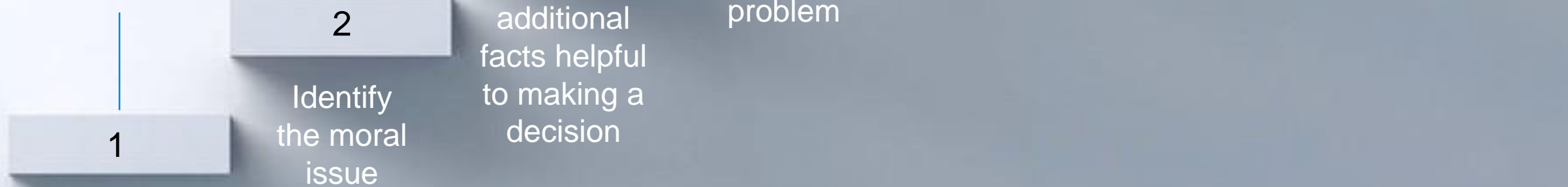
TIMOTHY L. FORT is the Everleigh Chair in Business Ethics at the Kelley School of Business at Indiana University.



Making Good Decisions

Decision Making Steps

If Step one is be aware of psychological biases, the next six steps of Hosmer's moral reasoning process are as follows.



12 Ways To Lead With The Sincerity Edge

In researching and listening we have found how to bring the Sincerity Edge to the workplace



“Tone at the top”



Board engagement



Storytelling



Listening to all stakeholders



Matching rhetoric and rewards



Making companies mediating institutions



Long-term focus



“Skin in the game”



Sketching the bigger picture



Clear policies and legal compliance



Meaning it, especially when it counts



Continuous improvement

Contrasting

Compliance
Detection
Law/rules-based
Fear-driven
Explicit
Letter of the Law
Mandatory

Ethics & Compliance
Prevention
Principles-based
Values-driven
Implicit
Spirit of the law
Discretionary

STANFORD UNIVERSITY PRESS

The Sincerity Edge How Ethical Leaders Build Dynamic Businesses

ALEXANDRA CHRISTINA, COUNTESS OF FREDERIKSBORG AND TIMOTHY L. FORT

“In *The Sincerity Edge* Countess Alexandra and Professor Fort demonstrate that corporate responsibility has its biggest impact—economically and socially—when it is pursued sincerely. Drawing on their fresh survey of leading CEOs who value integrity, they connect the reader to concrete practices and also explain why ethical values can drive dynamic businesses.”

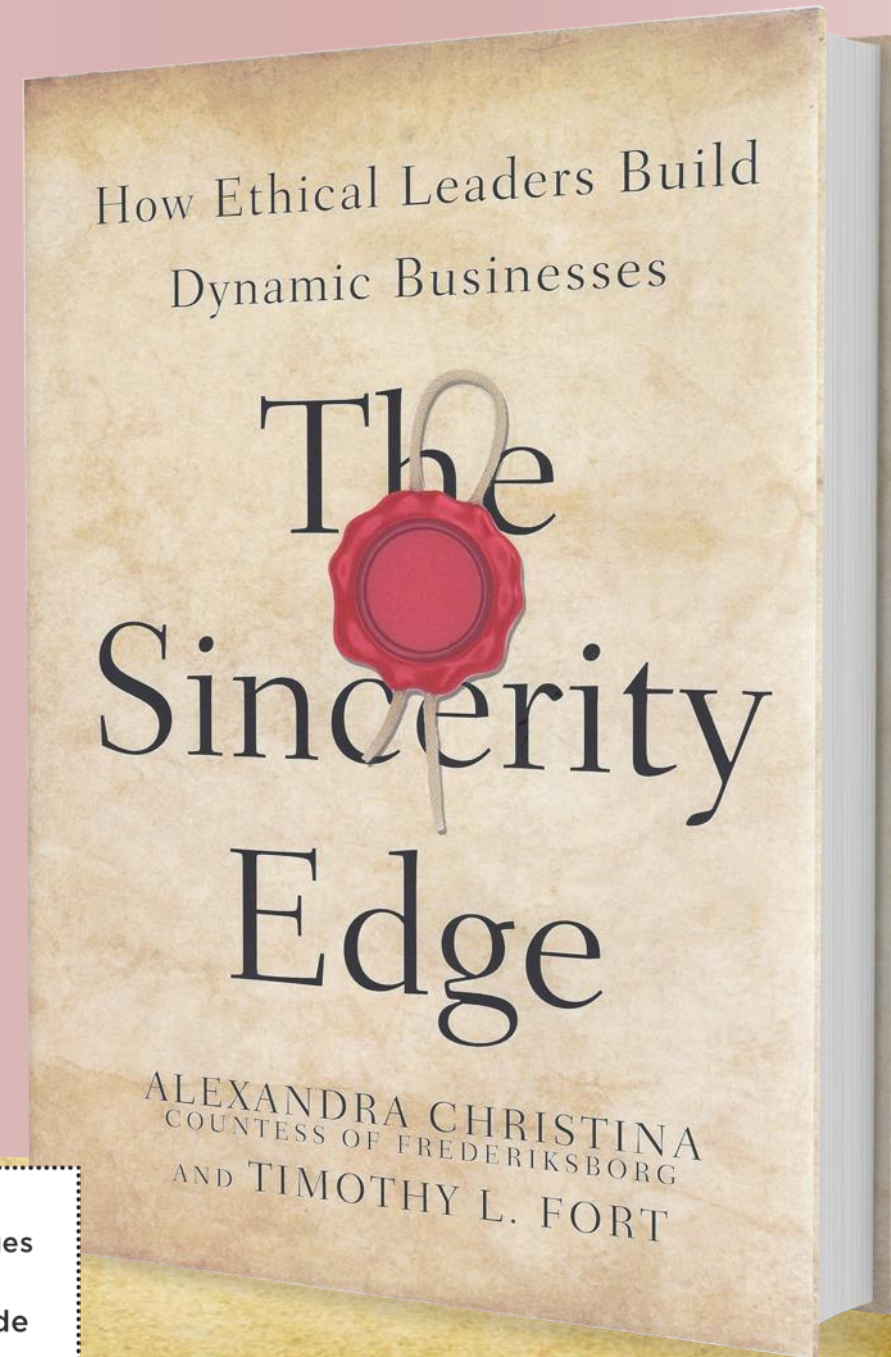
—John Mackey, CEO, Whole Foods and co-author,
Conscious Capitalism

Recognizing their role as “corporate citizens,” companies are seeking guidance on how to be true to their missions, principled in practice, and well regarded for their contributions to society. As this book reveals, the key lies in sincerity—the sum of values like authenticity, integrity, and trust. Countess Alexandra Christina, a European corporate director, and Timothy L. Fort, a leading American scholar, delineate a clear and actionable model for bringing sincerity to the business context. Their vision for sincerity complies with law, aligns corporate social and financial performance, and

values corporate ethics in its own right, rather than as a means to an end. Underpinning this model is a synthesis of the top research in the field and a suite of new interviews with current and former CEOs. Tracing inspirational tales and scandals alike, this book shows how leaders can head up companies that more reliably make good decisions and conduct themselves in a trustworthy manner. It then concludes with twelve concrete actions that businesses can take to cultivate “the sincerity edge.”

Alexandra Christina, Countess of Frederiksborg is a board member of Ferring Pharmaceuticals International in Switzerland and Patron of Danish Parkinson Disease Association and the Danish Association of the Blind.

Timothy L. Fort is the Everleigh Chair in Business Ethics at the Kelley School of Business at Indiana University.



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Format:

12 Weeks
Online, asynchronous
3 hours per week time commitment

Program Dates:

January 6-March 27, 2020

Program Fee:

\$3,400
Discounts available for groups, nonprofit organizations, IU alumni
and IU Alumni Association members

Registration:

Register online at gokelley.iu.edu/ethicsandpharma
Registration recommended by December 30.

Key Takeaways:

Participants who earn the certificate will understand:

- the risk-related imperative and strategic value of getting beyond ethics and compliance to a culture of integrity
- how ethical decisions are made and how those decisions translate into ethical behavior
- key legal and ethical issues confronting the pharmaceutical industry
- the impact of ethical conduct that extends beyond check-the-box, compliance-driven objectives
- the crucial paradox of sincerity—that the biggest payoff for ethical conduct occurs when the pursuit of ethics is done for its own good
- how to raise ethical issues in the workplace



PROGRAM OVERVIEW

A strong ethical reputation is critical for pharmaceutical companies to succeed. But how do you build and sustain a culture of integrity that creates trust among customers, shareholders, and employees?

Enable managers at your pharmaceutical company to develop an understanding of ethical decision making—and how to confront ethical issues in the workplace—with the online Ethics and the Pharmaceutical Industry certificate.

Forward-thinking companies understand that establishing a culture of integrity is not only compatible with strong business performance, it is crucial to maintaining a competitive advantage. Using lessons from these companies and cutting-edge research, the Ethics and the Pharmaceutical Industry online certificate program coaches managers to lead in a way that fosters corporate values, promotes a culture of integrity, reduces ethics and compliance risks, and drives sustained success—all in a flexible, interactive, and peer-focused learning environment.

PARTICIPANT PROFILE

This certificate is designed for anyone in a management position—from newly appointed managers to experienced high-level managers—within the pharmaceutical industry.





MEET THE INSTRUCTORS

Timothy L. Fort holds the Eveleigh Professorship in Business Ethics and is Professor of Business Law & Ethics at the Kelley School of Business at Indiana University. Fort has written more than 80 articles and 38 books. Two of those books have won the Best Book Award from the Academy of Management for Social Issues, including his Stanford University Press book, *The Diplomat in the Corner Office*. He has won 12 research awards from three different academic associations, the Academy of Legal Studies in Business, the Society for Business Ethics, and the Academy of Management and has served on the editorial boards of the flagship journals of each of these associations. He has also won four teaching awards and has served as academic director for a unique program for players from the National Football League. He also co-taught a course with then-Federal Reserve Chair, Ben Bernanke. Professor Fort will serve as the primary instructor for the Continuing Ethics Education Program.

Born **Alexandra Christina Manley** in Hong Kong, Countess Alexandra is a founding member of the Prince Nikolai and Prince Felix Foundation, which supports humanitarian, cultural and higher education causes. Since 2007, she has served as a non-executive board member and heads the ethics committee of Ferring Pharmaceuticals International, a Geneva-based, multinational, 7,000-employee company that develops and markets drugs used in human medicine. In 2016-2017, she held the Poling Chair at the Kelley School of Business. She co-authored *The Sincerity Edge* with Timothy Fort, a professor at the Kelley School; Stanford University Press published the book in 2017. Countess Alexandra will co-lead Module Three of the Continuing Ethics Education Program.

CURRICULUM

The Kelley School of Business is nationally recognized for its innovative online programs. This 12-week program is led by a full-time faculty member from the #1-ranked Kelley Online MBA and MS Programs (U.S. News & World Report 2019).

This online, asynchronous training model is divided into four, three-week modules. Participants must complete all four modules to earn the Ethics and the Pharmaceutical Industry certificate.

This program will include discussion boards, where you can interact with faculty and other participants, and a series of prerecorded video lectures. There will be deadlines for individual assignments throughout the 12-week period.

MODULE 1: Ethical Decision-Making Modules and the Pharmaceutical Industry

MODULE 3: CEO Perspectives, Within and Outside the Pharmaceutical Industry

MODULE 2: Continued Vignettes in the Pharmaceutical Industry

MODULE 4: Impact of Ethical Business Conduct



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