

# The IFIS Integrity Conference Framework

The proposal is to organise a full day conference focusing on Integrity as it applies to:

- **People** (internal to the organisation or external relative to stakeholders)
- **Technology** (future oriented discussion of new technological developments – in 2026, Artificial Intelligence appears the most topical).
- **Leadership** (a look at the role and impact of leaders in finance and commerce).
- **Planet and Environment** (incorporating prevalent environmental impact and sustainability discussions).

A list of potential topics is attached to this memo.

Each section would feature two headline speakers followed by a panel including local experts drawn from the Luxembourg marketplace – potentially including expert representatives of sponsors. This would be four sessions each of 1.5 hours separated by catering and networking coffee breaks.

08h00	Registration and morning coffee/croissants
08h30	Opening Remarks by IFIS Chair and Premier Sponsor
08h45	Integrity and People – speaker 1
09h15	Integrity and People – speaker 2
09h45	Moderated panel discussion with one or two local experts
10h15	Coffee break with biscuits
10h45	Integrity and Technology – speaker 1
11h15	Integrity and Technology – speaker 2
11h45	Moderated panel discussion with one or two local experts
12h15	Buffet Luncheon
13h30	Integrity and Leadership – speaker 1
14h00	Integrity and Leadership – speaker 2
14h30	Moderated panel discussion with one or two local experts
15h00	Coffee break with biscuits
15h30	Integrity and Planet – speaker 1
16h00	Integrity and Planet – speaker 2
16h30	Moderated panel discussion with one or two local experts
17h00	Wrap up panel with IFIS Board Member, Moderator & Premium Sponsor
17h15	Closing of the Conference by IFIS Chair
17h30	Walking Dinner Reception.

# INTEGRITY CONFERENCE TOPICS AND TALKING POINTS

## Integrity and People

### 1. How do we define our responsibility to society beyond profit?

#### Talking Points:

- “Purpose-driven capitalism” vs. shareholder primacy
- Corporate activism on climate, inequality, and human rights
- The rise of new stakeholder governance engagement models
  - From analog to digital stakeholder engagement
  - Personalisation of Communications using AI
  - Incorporation of ESG principles in stakeholder management

### 2. Are we creating a workplace culture that genuinely supports employee well-being?

#### Talking Points:

- Burnout, mental health, and work-life boundaries
- Four-day workweek experiments and flexible work models
- Psychological safety and inclusive leadership

### 3. How transparent are we about our supply chain ethics and labour practices?

#### Talking Points:

- Forced labor disclosures and ethical sourcing
- AI-powered supply chain audits (blockchain?)
- Consumer demand for traceability and accountability?

### 4. What does integrity look like in our corporate culture — and where are the blind spots?

#### Talking Points:

- “Culture eats strategy for breakfast” — but what defines & measures culture?
- KPI metrics vs ethical behaviours
- Ethics hotlines and whistleblower protections

### 5. Are our DEI efforts performative or transformative?

#### Talking Points:

- DEI retrenchment and backlash in 2025 – Perception and consequences
- Metrics that matter: representation, retention, innovation, and belonging
- Intersectionality and inclusive leadership training

### 6. How do we balance political neutrality with moral responsibility?

#### Talking Points:

- Corporate silence vs. speaking out on social justice
- Employee activism and internal dissent
- When morals meet “hard reality” (e.g. Telenor in Myanmar)

## **7. Are we listening to our employees — or just surveying them?**

### **Talking Points:**

- Motivation Surveys, real-time feedback platforms and sentiment analysis
- Engagement fatigue and survey skepticism
- Co-creation of values and policies with staff

## **8. How do we ensure ethical decision-making at every level of leadership?**

### **Talking Points:**

- Ethics training vs. lived accountability
- Decision-making frameworks for complex dilemmas
- Maintaining the integrity of values through (cascading) operational applications

## **9. What is our role in shaping the future of work — responsibly?**

### **Talking Points:**

- Automation, AI, and job displacement ethics – employees and society
- Reskilling and lifelong learning commitments
- Maintaining equity and a fairness culture in digital transformation

## **10. How do we measure our impact on people — not just performance?**

### **Talking Points:**

- Human-centric KPIs: well-being, trust, and fairness
- ESG metrics evolving to include “S” (Social) more robustly
- Integrated reporting and stakeholder dashboards for managers and boards

## Integrity and Technology

### 1. What ethical guardrails are we putting in place for GenAI and Agent AI deployment?

#### Talking Points:

- “Responsible AI” frameworks and governance boards
- Bias mitigation, hallucination risks, and model transparency
- Agent autonomy vs. human oversight in decision-making

### 2. How do we ensure our AI systems reflect our corporate values — not just our KPIs?

#### Talking Points:

- Value alignment in model training and prompt engineering
- AI ethics as a leadership competency
- “Tech without soul” critiques (Bias, privacy, dehumanisation, absence empathy)

### 3. Are we treating data privacy as a compliance checkbox or a trust imperative?

#### Talking Points:

- Are we designing for user trust, or regulatory survival?
- Embedding trust into product design, & customer experience
- “Privacy as a product” — building trust through design

### 4. What is our responsibility in shaping public understanding of AI’s capabilities & limits?

#### Talking Points:

- Overhyped GenAI narratives vs. real world value creation
- Transparency in the use of AI-generated content, verification and disclosures
- Thought leadership vs. techno-utopianism – introducing reality checks

### 5. How do we balance innovation with accountability in deploying Agent AI?

#### Talking Points:

- Autonomous agents in customer service, finance, and HR. What can go wrong?
- Liability in agent-driven decisions and actions
- Human-in-the-loop vs. human-on-the-loop governance. Gatekeepers or Supervisors?

### 6. What role should we play in the ethical adoption of blockchain and cryptocurrencies?

#### Talking Points:

- ESG concerns around crypto mining and energy use
- Tokenization of assets and decentralized finance (DeFi) risks
- Corporate responsibility in volatile or unregulated markets

### 7. Are we prepared for the reputational risks of AI misuse — internally or externally?

#### Talking Points:

- Deepfakes, misinformation, and brand impersonation
- AI-generated content audits and watermarking
- Crisis and risk management playbooks for AI-related incidents

## **8. How do we measure the human impact of AI adoption across our workforce?**

### **Talking Points:**

- Job displacement vs. impact (fear, unemployment, vulnerable workers, trust)
- Reskilling, upskilling, and AI literacy programs
- Workforce transition planning – Job descriptions, job fit, other adjustments

## **9. Are our AI partnerships and vendors aligned with our ethical standards?**

### **Talking Points:**

- Third-party model audits and transparency clauses
- Supply chain responsibility in AI development
- “Ethics by association” in tech collaborations. Alignment, presumptions, ...

## **10. What does responsible leadership look like in an AI-first organization?**

### **Talking Points:**

- Cross-functional AI ethics councils
- CEO accountability in tech governance
- Embedding AI responsibility into board-level strategy

## Integrity and Leadership

### 1. Is our stated purpose truly guiding our decisions — or just decorating our website?

#### Talking Points:

- “Purpose-washing” vs. authentic alignment of values and value creation
- Purpose as a strategic compass in volatile and complex markets
- Employee and customer scepticism around corporate mission statements

### 2. How do we ensure our principles hold up under pressure — especially in moments of crisis?

#### Talking Points:

- Principle-led decision making vs. reactive pragmatism
- Companies that upheld values in headwind (LEGO, Patagonia, Unilever, AirBnB)
- Companies that did not (Telenor in Myanmar, Boeing, VW Dieselgate)

### 3. Are we being transparent enough — or just selectively open?

#### Talking Points:

- Radical transparency vs. strategic disclosure (Integrity vs Spin)
- Internal trust erosion when transparency feels performative (optics before substance)
- The rise of “open strategy” models (inclusive stakeholder dialogue and participation)

### 4. How do we embed ethical reasoning into everyday leadership decisions?

#### Talking Points:

- Ethics as a muscle, not a memo
- Decision-making frameworks that prioritize integrity
- “Slow thinking” in fast-paced environments vs “Move Fast & Break Things”

### 5. Are we cultivating a culture where dissent is safe and principled debate is encouraged?

#### Talking Points:

- Psychological safety and constructive conflict
- Performance goal setting and reward systems that promote respect & curiosity
- “Speak-up culture” as an embedded competitive advantage

### 6. How do we measure our adherence to purpose and principles — beyond financial metrics?

#### Talking Points:

- Purpose-aligned KPIs and non-financial performance indicators
- Integrated ESG reporting and stakeholder dashboards
- The shift from shareholder value to stakeholder impact – opportunities and risks

**7. Are we modeling the transparency we expect from others — especially in leadership behavior?**

**Talking Points:**

- Leadership vulnerability and trust-building; the manager/subordinate divide
- Authentic communication vs. curated narratives – maintaining confidence
- “Walking the talk and talking while walking” in public and private forums

**8. How do we stay principled in a global business environment with conflicting norms?**

**Talking Points:**

- Ethical consistency vs. cultural norms. Can universal values accommodate diversity?
- Global codes of conduct and local adaptation
- Operating with integrity across jurisdictions. Contradictory laws and regulation.

**9. Are we prepared to make decisions that may cost us financially but uphold our values?**

**Talking Points:**

- Long-term reputation vs. short-term gain
- Investor pressure vs. ethical conviction
- Ethics, Dilemmas, and Trade-offs.

**10. What legacy do we want our leadership to leave — and are we living it now?**

**Talking Points:**

- Leadership legacy as a strategic lens
- Purpose-driven succession planning; longevity in leader integrity
- “Reputation capital” in the age of transparency

## Integrity and Planet / Environment

### **1. How do we embed climate resilience into our core business strategy — not just our CSR reports?**

#### **Talking Points:**

- Transition risk vs. physical risk in climate modeling
- Focus on Governance, Strategy, Risk Management, Metrics (TCFD and ISSB)
- Climate adaptation as a competitive advantage

### **2. What is our responsibility in reducing plastic use across products, packaging, and logistics?**

#### **Talking Points:**

- Circular economy models and closed-loop (re-usable/repurposed) packaging
- Greenwashing concerns with loose interpretations (incl. bioplastics)
- Consumer pressure and regulatory bans on single-use plastics

### **3. Are we accounting for biodiversity loss in our risk assessments and supply chain decisions?**

#### **Talking Points:**

- Nature-related Risk Management models (TNFD uses LEAP process)
- Nature-positive strategies and regenerative sourcing (rather than minimising harm)
- Governance & measurement challenges (Chief Nature Officers, KPI's)

### **4. How do we ensure our supply chains are environmentally responsible — not just cost-efficient?**

#### **Talking Points:**

- Scope 3 emissions tracking and supplier accountability
- Ethical sourcing and deforestation-free commitments
- Blockchain and AI for supply chain transparency

### **5. What environmental trade-offs are we making in our product distribution models?**

#### **Talking Points:**

- Confronting last-mile delivery emissions and urban congestion challenges
- Shift to rail and low-carbon freight alternatives – Road beats rail always ... Why?
- Carbon labeling & consumer transparency. Complexity & Greenwashing issues

### **6. Are we prepared for the financial risks of environmental non-compliance or reputational damage?**

#### **Talking Points:**

- Greenwashing litigation (Santos, TotalEnergie, NYC) and investor activism
- ESG ratings impact on capital access
- Insurance premiums tied to environmental exposure

## **7. How do we balance short-term profitability with long-term environmental stewardship?**

### **Talking Points:**

- Shareholder vs. stakeholder tension
- “Profit with purpose” narratives gaining traction
- Integrated reporting, social auditing and triple bottom line metrics

## **8. What role should we play in advancing environmental innovation — not just adopting it?**

### **Talking Points:**

- Corporate venture capital in climate tech
- Collaborations with startups and academia
- Regulations & patents and IP strategy (licencing, copyright) for sustainable solutions

## **9. Are we advocating for smart environmental regulation — or resisting it?**

### **Talking Points:**

- Corporate lobbying and climate policy alignment
- Public-private partnerships for green infrastructure – do they work?
- “Silent complicity” vs. proactive leadership

## **10. How do we communicate our environmental impact with honesty, clarity, and humility?**

### **Talking Points:**

- Authentic storytelling vs. sustainability spin
- Transparency in setbacks and progress
- Engaging employees and customers as co-creators of change