



Take on Board

# Transcript – Cris Parker (Part 2)

Helga Svendsen 0:00

Today on the Take On Board Podcast, I'm speaking to Cris Parker. Now that name might sound a bit familiar to you, because you'll recall the just last week I spoke to Cris about the wonderful service that the ethics centre runs called ethical. It was one of my favourite conversations on the podcast. So today, I've got Cris back again, this time to talk about another two initiatives of the Ethics Centre, the Banking and Finance oath, and the ethics Alliance. So like I said, I know you've heard me introduce Cris recently, but in case you haven't listened to that episode, let me tell you about Cris. Cris Parker works in the area of ethics within both the banking and finance sector and business more broadly. She is a driving force behind two of Australia's most profound initiatives working to bring ethics into everyday professional life. She's the head of the ethics Alliance, a community of organisations of every size, type and sector that are connected through the ethics centre to collaboratively shape the future of business with ethics. She is also a director of the Banking and Finance Oath, a program she helped execute and continues to work on the BFO increases consideration of stakeholders and accountability for decision making by financial services professionals across the industry through support and a pledge of integrity. Cris draws on her psychology degree and her experience as both an actor and producer in establishing a Manhattan Theatre Company, casting agency and production studio to include storytelling, and a deep appreciation of human behaviour to her work. Welcome back to the Take On Board podcast, Cris.

Cris Parker 1:40

Thanks, Helga. It's great to be back.

Helga Svendsen 1:43

So, Cris, we did a bit of a background about you last week. So this time, I wanted to still do a bit of a background on you. But a different question. Can you tell me something that you're proud of from the last month or so?

Cris Parker 1:59

Okay, part of what I do in everything I do in my, in my career, I suppose, is to help people make better decisions. So something I am really proud of, I'm a counsellor with ethical work, as you know, and I had a session with, with a person who had to make a really, really difficult decision. I mean, it was one of those decisions that was based on a situation that was terrible. I can't go into details. But

honestly, it's that kind of thing where you just want to go, No, this isn't really happening to you. It just couldn't get worse. And it couldn't get worse. And we were running a bit behind on ethical time, because we've been inundated with calls so that when she called me, she said, Our Look, I've already made my decision. And she had to choose between something that was horrendous, or something that was just a little less horrendous, you know, there was no good in this, there's no good anywhere. And I said, Okay, I said, Well, you know, we've carved out this hour together, if you think it might help, or would you still like to go through this process? And, and she was like, alright, well, what, why don't we go through the process. So we went through the model. And at the end of it, her decision was exactly the same as the one that she'd made. And she did say that when she had the ethical dilemma that she was stuck, stuck, stuck. And when she finally decided she went by such a no brainer, of course, this is what I have to do. So she, of course, got to that same decision again, and I said, I hope I added some value for you in this conversation. And she said, she said what the conversation allowed her to do was to feel okay, about a really, really bad choice that she had to make. And so it didn't take away from the pain of the decision. But it just gave her a sense of peace in knowing that that choice was the right choice at that time. And that was I was super proud of that of the model, you know, but I'm super proud to be a part of that process.

Helga Svendsen 4:04

How fantastic I mean, we do often have to make really difficult decisions where there isn't a very clear this is right and wrong, or this is good and bad, or whatever those beautiful nice simple things might be they are often really difficult. So the first conversation we had about ethical was for exactly that those things that are keeping directors awake at night and making you feel sick. This is a framework that people can go through that will help them make those decisions and or make them feel better about decisions they're either about to make or have just made. Fantastic. Well don't you And folks, if you're listening to this and you haven't heard that episode yet, go back and listen to it really it is an amazing service that the ethics centre runs and you'll hear more about it in that other episode. I'll make sure there's a link in this one to the show notes so people can do that. today. We got You back because the ethics centre and you are closely involved in two of those initiatives, as I said in the introduction, the banking and finance oath, and the ethics Alliance. And I think there's some things in both of those that would be of keen interest to directors. Let's start with the banking and finance. What is it? And how might it be of interest to board directors?

Cris Parker 5:24

It is a pledge of integrity, I suppose as the best way to put it. It's an implicit way of demonstrating one's integrity. It came about after the GFC and a group of financial services, senior leaders came together and said, okay, the industry globally, is in trouble here. And how can ethics play a role? How can we help with ethics, and so it was recognized that there are codes and obligations and regulations, all the way down from whether it's ASIC, an APRA, going through to the ABA. So associations, then go through to the organisation, etc. But what there wasn't was something for an individual to commit to similar to the Hippocratic oath, similar to the oath that a lawyer would take that an engineer would take a professional would take. Now, the argument has been said that

financial services is not professional, per se. But I would argue that people within financial services consider themselves and their behaviour to be professional. And part of that puts the onus on individuals to self reflect, to be accountable for their behaviour. And to self regulate, on some level, I mean, already, the system is a kind of a self regulatory system, in part just purely because the codes exist within institutions and within associations, but the oath itself works more like a passport to. So it travels from banking, to superannuation to insurance. And it's a demonstration of leadership. So when I first started with the banking and finance, so the strategy was very much about going to the top. And in financial services, that was the, to me, it was the governor of the Reserve Bank, and then to the chairs of the regulators and then to, to chairman's of boards and directors and CEOs and boards and etc, etc. Right now, interestingly, watching the world and ethics and financial services, you know, like, going from 2014, where you had the explosion, and the expos around financial services and financial advice, more specifically driven by Adelle Ferguson, a journalist and excellent journalism. So you sort of had that, then you had this little bit hubris, I dare say, a little dip of it, and they go, No, no, that's not our problem, we don't have a problem to then a royal commission, and then to Oh, my goodness, you know, and this realization and the humbling process, and then that's dipped up again, now to where I see a really genuine, particularly by boards, a really genuine understanding of the positioning of organisations in society. And what that means, then I've seen the oath, taken up by those senior leaders, and young people that are so young people who want to live their values that want to bring their whole selves to work that want to shape the places where they work that want climate change address that want well being addressed that what all these things addressed. And now we're seeing these senior leaders reach out and say, We want you to want that, because that's what we need, you know. So it's been a really interesting journey with the earth.

Helga Svendsen 8:56

So how does that work? So you've got a number of senior leaders who individually sign up to it. And then, as an individual, and presumably staff of banking or super or insurance or whatever organisations also sign up to it? How does that impact what they do day to day?

Cris Parker 9:15

You want to try and create an artifact, which I think is what the BFO does. I know it does. So there are some smaller organisations where the entire organisation has taken the banking and finance and it's become a part of their culture. It's become a part of the expectation of senior leaders. It's become a commitment by the board, that they want to see this be a part of the culture. I think we underestimate what artifacts are and the impact that they can have on behaviour and on culture. The other thing I've seen the oath do, and it's anecdotal, of course, although I have started to get people to write down times when they've used the oath to change their behaviour, but I have had people come to me and say I was asked to do something by a senior person at third party and a meeting. And they asked me to change something in a document that I was putting together. And I told them I couldn't. And you know, they've got a bit of the pushback, and they said, I'm sorry, I'm sorry. I'm a signatory of the BFO, what can I tell you? Don't take it personally. And I just think, Wow,

that's great. So for this younger person, they could just be one arm's length away, and do what they knew was the right thing to do without feeling like they were going to be personally attacked.

Helga Svendsen 10:35

It would be pretty hard for a manager to then say, Oh, well, we need to do do it anyway. It's not just what I think it's like, no, it's in breach of our of my code of ethics, which is also the code of ethics of a number of other people within the sector. Exactly.

Cris Parker 10:50

And I tell you, I, I've seen board members and senior exec teams stand up. And they've either taken from or holding the, the oath in my hand now just for those listening, but they've used it as a as a card. And people have come in and said, you come to me if you think that we as an organisation are not living our values. And I think that's a really interesting way to use banking, finance, oh, four, I mean, we need to start engaging and employing people on effects rather than how well they do a job and their skills and knowledge because people skills and knowledge can still be toxic for a culture. And so other organisations who use the banking and finance oath in the interview process to say, we'd like you to consider taking the banking and finance. So these are our values, this is what's important to us. Do you think that there's anything in this that doesn't align with who we are, and why this wouldn't work together? And if, if they have something to say, then it's been it's just a great conversation, the oath is voluntary. It's just a great conversation around ethics and values that we just don't talk about enough. Anyway. You know,

Helga Svendsen 11:58

I imagined somebody sitting in an interview and saying, well, is this what you think that might not be quite how it's framed? But, you know, is this part of how you operate? It's pretty easy for people to say, Oh, yeah, sure, it is, but to then have a conversation about it. What does this mean to you? What should this mean to our organisation? How do you see it being illustrated in our organisation, or not being illustrated in our organisation? means people really need to engage in it, rather than just saying, yep, no worries, I'm part of that, if you want me to be part of it, I'm part of it.

Cris Parker 12:30

It's not compliance. And that's the whole point. It complements compliance, it complements regulation. But it's not an as an artifact, you can put it on to your email sign off. So more often, and more often, I'm receiving emails with that signatory on it. And I go back to the governor of the Reserve Bank, and if you look at his CV, and when he speaks at places, he has it on his CV, that he is a signatory of the banking finance open, and that is an artifact. And if you put it on your email, it means every time you send an email, and every time someone receives your email, it's just

something there that says, I have integrity. I'm going to try and do the right thing. It doesn't mean you're going to it's not a panacea, you're still going to make mistakes. Absolutely. But hopefully, you'll be able to feel that you'll be accountable for them. And that's key.

Helga Svendsen 13:22

Actually, just because you said you've got it there. Can you read us the what the oath actually is, so people can hear what it's about?

Cris Parker 13:29

I certainly can. And one needs to remember that, you know, some people take the words very literally, and other people take the words more as a sentiment of them how they feel. So it starts with trust is the foundation of my profession. I will serve all interests in good faith, I will compete with honor, I will pursue my ends with ethical restraint, I will help create a sustainable future, I will help create a more just society. I will speak out against wrongdoing and support others who do the same. I will accept responsibility for my actions in these and all other matters. My Word is my bond. When you read that, you think, okay, that all sounds a bit full on this two big takeaways for me for that. It's doing words, I will I will and that's what ethics is. It's doing it, it's making choices, it's doing something it's action. And when you break it down, in good faith, with honor, pursue ends with ethical restraint. All that means is I'm going to bring ethics in I'm going to be courageous enough. I'm going to bring ethics into the situation here, sustainable future. I won't just look at short term goals. I'll look at the consequences on a long term view, create a more just society fair. It's about being fair. It's about doing the right thing. It's about doing things in good faith. You know, I will speak up against wrongdoing and support others who do Same. Now it's really interesting because there's a similar tenant I suppose in the fussier, which is the professionalization of financial advice. And I've heard people say, oh, what they expect me to dub on PayPal, and they pushed back on that tenant. And I just think they're not asking you to draw on people. They're just asking you to call something out when you don't think it's right. And that's not easy. There's no doubt it's certainly make it, you know, it sounds like oh, well, that's, you know, what, am I supposed to go out there and say, you're wrong or or tell someone that you've done something wrong? Of course, it's not easy, but maybe you can twist that with curiosity, why are you doing that, you know, that doesn't seem to be in line with, with the values or with what we're aiming to do here. And I think there are ways to do it. And it's not about dobbing. It's about contributing to and strengthening an ethical foundation. I know, it's, it's aspirational, the law is there because we have to do it. And it's the bare minimum. And the first person to say, this is aspirational. But ethics is aspirational. And if we don't Aspire, where does that leave us? We should always be aspiring and will fail over and over. But we'll have wins to good wins.

Helga Svendsen 16:17

How do you know that signatories are doing the right thing? And what if they're not? What if people are not calling out behaviour? What if people are not defending others that are calling out

behaviour? What if people are not acting, you know, in good faith with honor and the other parts of the pledge? What happens then? How does it work in practice in that way?

Cris Parker 16:38

Now, fair enough, fair enough. So it's transparent in the sense that the website, you can see everyone who's a signatory on the website. So that is always something where you could go to somebody and say, hey, you're a signatory. Because as we know, with ethics, and willful blindness, more often than not, if someone is behaving in a way that is unethical, they don't even realize they've rationalized that they've got blind spots, they're being driven to do that through processes, they're being incentivized or whatever. So that is one aspect. The other aspect is that the, as more and more people bring ethics to the fore, and I don't even mean necessarily becoming a signatory. Although that that is the ideal. As more and more people do that, it will be a case of self selection, because people around you will start going No, that's we can't do that. That's not the way we do it. And I know I speak to the converted by I just got off a webinar this afternoon with a large team of people in financial services, and a consulting firm that works with them and whatnot. And the way you and I are talking about ethics, we're not alone, like five years ago, or, you know, 10 years ago on a salad, the ethics said, he said the word ethics and people ran a mile, they coward. They thought, Oh my gosh, man, I'm going to be called moralized I'm going to be told I've done something wrong. You know, and, and I have watched that shift. There are so many more conversations like this. Now, you can't even imagine, people encourage this. So that to me, makes me feel really positive about the banking and finance. So because people want to have an opportunity to talk things out more often than not, and there are still going to be those bad apples, and there are still going to be those people who do things that are inappropriate, but you know what, it's no longer just the employees or the the managers or the execs or the boards of an organisation that will stop that it's their customer, it's their supply chain. Honestly, it's a word of mouth that someone gets on social and says, Oh, my God, I've got a colleague who did this, you know, like, but you are held to account on so many levels, that it would be detrimental not to make sort of a concerted effort to do the right thing. Because your reputation is going to get damaged somewhere somehow.

Helga Svendsen 19:08

It did occur to me as you were talking about this. Now, obviously, for those that are listening, that are directors of financial organisations in whatever form that might be, this is relevant for them, or people who work in those organisations. But it did occur to me that as a customer, I didn't know that they're all listed on the banking and finance oath website, but as a customer, that's a great thing for me to be able to check. It's like I want to deal with this person, not that person.

Cris Parker 19:35

Yes, we have had customers call us and so in fact, when we originally headed up it didn't say what organisation they worked in. We had a customer who was an A and Zed customer who said I want to work with someone who's a signatory of the banking and finance so so we went to the CEO of ANZ and said Are you okay? If we put ANZ the place that they work on the signatory list and he was like, absolutely, and so we did we checked with everyone that like, absolutely that's the point of it. So that is why your organisations it was driven by a customer that love that idea customer that says, Are you signatory to the banking and finance.

Helga Svendsen 20:11

So it's on my list now I'm about to go and check. Yep. For my all of my banking purposes, I'm about to go back and check as soon as we're finished this conversation.

Cris Parker 20:23

But that doesn't mean people who don't take the oath aren't ethical, honestly, no.

Helga Svendsen 20:28

But it could also be for, you know, when I am dealing with people in the bank it that if they don't know about it, it's like, have you heard about this? I would prefer to deal with somebody that is I'm not saying you're not ethical. But you may. But I want you to wear your heart on your sleeve, essentially, I want to know, and I think others should know. So this is a good thing. Oh, that is so awesome. So look, connected to this in a way you also do work with the ethics Alliance now that the banking and finance is for individuals to sign up to work in banking and finance. Unsurprisingly, the Ethics Alliance is for organisations tell us what the Ethics Alliance is and how that works.

Cris Parker 21:10

Yeah, the Ethics Alliance is really interesting. I do love it, actually. So about three years ago, we did a bit of work that sort of focus group work around, where does ethics fit in, in business more broadly. And so there was a number of people that would come together, particularly around compliance and governance, across sectors and the big end of town, mostly, but they would come together, and they would talk about their issues and compare and new rules coming through and keeping up with things, you know, for best practice and whatnot. But there's nothing for ethics, nothing. So we've got Okay, so we developed a program called the Ethics Alliance, I like to think of it as a platform, we started off with a very simple sort of program, one where we bring the CEOs together in a Chatham House environment. So that's an environment where what they say can be talked about, but not who said it, no identifying elements that could tell you who said what, that was one thing with the

CEOs, then we thought, Well, whatever they are discussing, you know, we'll try and get some workshops or events or dig deeper into that, that area, also from that to business magazine called matrix magazine. And then also quality decision making platform that's a part of that that's free for all of the employees within that membership group. So that was working incredibly well, so much, so that the CEO groups that came together, developed a strong trust and could really have robust open conversations about people would bring case studies, right now you just have to look at the front page of the AFR. And it's like, okay, here's something we can talk about that has some sort of ethical dimension to it. And this was pre COVID, because that aspect of the Alliance was working so well. We then extended that. So now we do chairs, CEOs, CFOs, head of culture, and head of Corporate affairs. So right now we have five groups, each one meets every three months. So that's five groups every three months, we still do the matrix magazine. And the other stuff still follows. But what these gatherings do, and it's amazing, so the organisation's range, it's not for profits, we've got retail, we've got property, got banking, got law, got some associations got government. So it really is quite the gamut. And they come together. And what it does, which is so vital for ethics, is creates perspective. So that's brilliant, the way that works. But here's an example of something that worked really well. So we had a gathering of chairs. And because we now use zoom, which is brilliant, you might have a chair and who's living overseas, you might have a chair who's in Perth, you know what, you know, so everyone can come. That's actually the most frequented gathering of the lot. So we had one chair who said, I don't know how to describe my organisation's culture. This is a large organisation. So we talked about that a little bit. And they said, We, you know, this person was very into culture to very, very committed to a good culture, and their organisation does have a very good culture fit, but I don't know what to say no, you know, the regulators require it on some level, but when I'm out and about people say, so how's your culture? So then, the next time I had a meeting with the heads of culture, people, I was able then to say to them, Hey, your board members are not quite sure how to describe their culture. How are we doing that? You know, what does that look like? And what are the communication lines to the directors from your department And I wish we could share this with your maybe we can share it with your listeners, but we do these infographics that have the entire conversation on them, and then we can share that with everybody. And that just means, you know, like, if you've got something challenging happening in Corporate affairs, you know, around reputation, then someone on the board might be able to go, oh, okay, so that's what's going on down there and get some thinking around it. Really, really interesting. And some of the issues, particularly with the board's their higher thinking issues, as you would expect, but it's higher thinking, but then is brought down to the practicalities of the business. So it's a really interesting translation of being able to do that. Yeah, I have a huge amount of respect for everyone who goes to all of the gatherings because they're extremely generous things like we had a Corporate affairs one recently, where there was an issue where someone had said something, they're not that great on their personal social media platform. And customer had tracked them down and then found they use their same photo on LinkedIn and found them on LinkedIn, and then gone to Corporate affairs and said, your person either needs something like empathy training, or should be fired, or whatever it is, you know, not not good Corporate affairs is going Oh, what do I do about this? So you know, it was a real interesting space that businesses coming into now, hybrid working social platforms, people wanting to bring their whole self to work, a deeper understanding of values have a stronger passion about the role business plays in society, all of this together, is creating this incredible complexity. Incredible complexity. Yeah. And so great discussion, but I then took those to the chairs, that discussion and said, How do you feel about this, you need to set this time what you know, and then



they could talk about it with all their different perspectives of wisdom and experience, you know, what's good?

Helga Svendsen 27:10

What an incredible opportunity for that sharing of information across the different groups. And for the gleaning of insights and leadership from each of the different groups, when some of those topics crossover

Cris Parker 27:23

And they drive it, you know, the ethics centre again, back to we're not moralizing at all, that's not our play, you provide the space, just the space and the facilitation?

Helga Svendsen 27:33

Well, isn't that interesting to that, you know, you inverted commas just provide the space, which is, is an important thing in and of itself, but people come to the space. So you've provided the space, and they're coming. So it's clearly something that people want to be able to have that space to work through.

Cris Parker 27:49

Exactly. And that's what there is not that wasn't there, I didn't against, yeah, and and, you know, the ethics Centre has been around for 30 years, you know, it hits well above its weight, I think it has a really important place in in our society. Actually, it has integrity. And I think that helps us be able to hold those audiences per se and the people in the room. I mean, often we are speaking to the converted, the people in the room are amazing, are amazing people

Helga Svendsen 28:17

That I guess even if it is speaking to the converted, that is still leadership from many organisations in that sector and case studies of those organisations that are leading in this space.

Cris Parker 28:28

Virtue, it needs to be seen, it needs to be demonstrated the banking and finance. So it says exactly the same way. If you see somebody make a good and right decision, it gives you permission. And you see that they haven't lost their job, or whatever, you know, but it gives you permission to do that. If

you if you as an individual, every time you come under that sort of tension. And you think, ah, this doesn't feel right. Why is this decision hard to make? It reveals your values, and it tests your values, it tests your values, it tests your organisation values, and it then goes on to shape who you are, it shapes your character, it shapes your culture, and informs your next decision. So it does it demonstrates that integrity, and it is leadership. And I see it organisationally, and I see it individually. And it's great that people embrace it, actually.

Helga Svendsen 29:24

Folks, if you're listening and you're on the board of an organisation, you know, there's two more tools if you're a finance sector, banking and finance, one, the banking and finance oath, and the Ethics Alliance, if you're an organisation, great way of getting some of these insights, I guess delivering more value to your organisation that can then deliver that value to society. Really?

Cris Parker 29:45

Yeah, I think so like the BFO once a month, we have this kind of open forum and we had a director there was financial services, but it was a director and I said ok I was about to start my dilemma and I said it's one of those dilemmas that's between an organisation and the individual and someone in the room said, Oh, God, I've got one of those right now. And I said, Oh, well, would you like to share that? Why don't we do yours? And they're like, Oh, okay. So this person, you know, was great completely on identified, we have no idea which board it was the person sits on a number of boards and made a point of saying, I don't want to tell you which one obviously. So didn't, and then went on to go through this dilemma with some other people in the room. Now, there are a couple of other senior people in the room. But there are a couple of other Junior people in the room too. And this one I loved about it. And so we went through this and asked questions and looked at things from different perspectives. And some of the younger people in the room. I don't mean age wise, I mean, experience wise. So came with a more naive, but fabulously innocent angle. Simple question that might be Well, have you asked them? And then suddenly, it's like, oh, no, you know, I'm so caught up in this. No, yeah, whatever that might be. And at the end of the day, it was done. And the director, emailed and said, oh, wow, I feel really selfish. But thanks for letting that whole. Go to me. And I said, Are you kidding me? I said, great, you know, of course, pleasure. But everyone else in the room got so much value out of that conversation.

Helga Svendsen 31:19

These always go way too quickly. I'm going to put it out there, folks, I was just talking to Cris, before we started about maybe, for those that have come to take on board events before you know, I normally get a speaker, and then we do q&a. I'm thinking we might just get Krista come along to an event. And you all have to listen to these two podcasts. And then we'll just go straight to q&a. So if that's something of interest, let me know, because I'll organize it with her. But anyway, Cris, what are the key things you want people to take away from the conversation that we've had today?

Cris Parker 31:46

I suppose when you listen to this podcast, and you listen to what is ethics? And you know, what does it mean to discuss ethics just become mindful of when you make those choices? I could have made a different choice. Why did I make that choice? When you have time to do this? What are the values, I think, you know, spend time reflecting on values. And it through, I'm sure through COVID, many people have realized what their values are very, very strongly, I know, even in my own relationship, you know, with my partner, and suddenly we're on different sides of the fence around one of the values, I thought, this is great, we've always been on the safe side of the fence, you know, and learning how to articulate that. So I suppose the takeaway is, you know, take time to deeply understand what it is that you do value. Because when you then come into those ethical dilemmas, quote, unquote, you just be more mindful of why it is that you're feeling that tension. And he has mindful of that blind spot or that bias or that emotion, and where it's coming from, and maybe feel like you can make a better choice because of that knowledge, I suppose.

Helga Svendsen 32:57

Absolutely. I know, sometimes people think values is the fluffy stuff, but knowing your own values and your organisation's values is key. And is there we will put a link to the Banking and Finance Oath and The Ethics Alliance in the show notes. But is there another resource that you'd like to share with the take on board community?

Cris Parker 33:16

I did want to share, and we may have talked about this last time. I did want to share the AICD and Ethics Centre ethics in the boardroom.

Helga Svendsen 33:28

Yes, that that that was a webinar was noted. Was it a webinar? Or do you manage a document or both?

Cris Parker 33:34

It No, it's actually just a document. I do believe that AICD...in fact, I know they did, they ran a course. And I didn't do the course itself. I know that Simon spoke and did a couple of webinars within that course. But I think documents just excellent. I think it's just one of those things that you have printed out next to you anyway. And it's really worth having a look at

Helga Svendsen 33:56

All make sure there is a link to that in the show notes as well. And in fact, just because you picked up the banking and finance oath before maybe we need a little, you know, a handy card. Oh, yes.

Cris Parker 34:08

I will send you one. And you know what else you should do? You should I should send you a link to the latest matrix magazine. Oh, yes. Fabulous. I did an interview with Meredith Hellicar, who was the chair of James Hardy through those difficult times, just tried to understand the ethics around what she was going through at the time. So it was a you know, there was some interesting insights, I think and reflections on what things were like in context back in 2001. As to what they're like now in 2021 20 years later.

Helga Svendsen 34:41

Oh my god. Amazing. I would love you to send me a link to that because I would love to have a look at it. That would be great. Thank you. Oh, Cris, thank you so much like last time and we ended up having this second conversation. So much interesting stuff in there. And as you say, thankfully, you know, 20 years ago. 30 years Maybe even 10 years ago, ethics was not something that people talked about and ethics in the boardroom was definitely not something people talked about. And thankfully now it's pretty commonplace. You know, the AICD have their paper on it, they have webinars on it, and so on.

Cris Parker 35:14

Yeah, I was just gonna say very quickly that he is he is become so incredibly prominent. We didn't even go down that route. Yes, ethical decisions are probably more important and more complex because of that imperative. So, yes. Anyway, that's, that's another webinar.

Helga Svendsen 35:35

I know this is really important to the take on board community. So thank you for taking the time to be with us here today. Well, thank you so much for having me back. I really appreciate it.

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