

Carrie S. Penman
Vice President
Ethical Leadership Group, A Global Compliance Company

Carrie Penman joined Ethical Leadership Group (ELG) as Vice President, in July 2003, and does custom ethics consulting work for ELG clients in the areas of program and culture assessment; communications; executive and all-employee training; and program strategy and integration. She is also serving as a government approved monitor/external ethics advisor for several companies with government Administrative Agreements.

Before joining ELG, Carrie served as the Deputy Director and Ethics Officer of the Ethics and Compliance Officers Association (ECO) from 2000 to 2003. In this role, Carrie managed the design and delivery of all member services including conferences, forums, executive education courses, benchmarking and research, as well as the Association's internal ethics initiatives.

Prior to joining the ECO, Carrie served as the Director of the Corporate Ethics Office for Westinghouse Electric Corporation from 1994 to 1999. In that position, she developed and implemented the first Westinghouse comprehensive, corporation-wide, ethics and compliance program for a global employee population of 76,000 in diverse business segments including defense and government-related operations. Carrie joined Westinghouse in 1979 at the Bettis Atomic Power Laboratory and advanced to the position of senior scientist. She moved into the corporation's commercial environmental operations and remediation activities and then managed the development of the corporation's environmental management programs.

Carrie is currently an Executive Fellow at the Bentley University Center for Business Ethics. She previously served on the ECO Board of Directors and its Executive Committee; participated as an advisor for the research project on *Ethics Programs: the Role of the Board*, conducted by *The Conference Board*; and served on the Advisory Board for the Duquesne University, Beard Center for Leadership in Ethics.

Carrie is a frequent speaker at Ethics and Compliance Officer Association, Society for Corporate Compliance and Ethics, and Conference Board events as well as other ethics conferences and forums. She is a member of the faculty of the *Managing Ethics in Organizations* course that is co-sponsored by the ECO and the Center for Business Ethics at Bentley University. She has also recently published several articles on best practices in benchmarking.

A 1979 graduate of Purdue University, Carrie holds a Bachelor of Science degree in textile science.