



Interview series VCO Advisory Board In conversation with: Muel Kaptein

Interview by: *Angela Stap*

Introduction

The VCO has an Advisory Council that is broad and multidisciplinary in composition. The purpose of the Advisory Board is to provide the board with solicited and unsolicited advice and to take the VCO to the next level with suggestions and to soundboard. In the coming months, you will be introduced to all five members. This month it is the turn of:



Muel Kaptein, who works at both KPMG and Erasmus University Rotterdam.

At KPMG, I work in the field of compliance, integrity and ethics and, together with colleagues, support clients in this area. I founded this department in 1996. I am also a professor of business ethics and integrity at Erasmus University. There, my work consists of teaching

and doing research.

How would you describe your role as a member of the VCO Advisory Board?

An Advisory Board is there to give advice. So I like to think along with their ambitions, ideas and issues at the request of the VCO Board. I do this partly from what I see in practice, science and at other professional associations.

What are your biggest motivations for taking a seat in the Advisory Board?

The VCO is close to my heart because the compliance function is so important for organisations, their stakeholders and society as a whole. In doing so, I particularly like contributing to the further professionalisation of the VCO and, in its wake, the compliance function.

What's still left on your bucket list?

Well, "still" sounds like time is running out for me. I hope not. In any case, I don't look at it that way. But what I would like to do in is to work with others to set up a register for compliance officers and for there to be a title for compliance officers. Something like RCO.

Which person would you still like to meet?

And again "still"! Mustn't get any crazier. I once wrote a book about why good people sometimes do the wrong things. So I have a thing about wanting to understand people who do wrong things. So I like to meet persons who have been discredited.

What is your history with the VCO?

I started providing compliance services at KPMG in 2001. This was also when the VCO was in the making and our

paths then crossed. Since then, I have regularly contributed to the VCO because I care about the association in general and the compliance function in particular.

Why would you recommend membership of the VCO?

The VCO is THE association for compliance officers in the Netherlands. Being a member keeps you up to date as a compliance officer and contributes to the compliance function.

The VCO would like to grow in number of members outside the financial sector. What is your advice for the association to achieve this goal?

I think this is a very good ambition of the VCO. Uniting all compliance and integrity officers in the Netherlands will make the VCO stronger and more interesting. My advice would be to check per sector how the compliance and integrity officers are organised there and always approach their contact person for an orientation interview.

What is a key success factor for a professional in ethics, compliance and integrity?

There are many success factors, but if I have to name one I think of having a moral compass. Without a clear own purpose and core values, you are not convincing as an officer.

In what position did you start your career and what brought you into the field of ethics, compliance and integrity?

After studying business administration, I started teaching business ethics at Erasmus University Rotterdam in 1991. Since then, I have come to love the field more and more. Business ethics deals with essential and unruly issues in people's work. I consider it a privilege to be able to contribute to that.

In your opinion, when is the VCO a full-fledged sparring partner?

The VCO is a full-fledged sparring partner when it is a true professional association, where you are only a recognised compliance officer if you are a member of it. That would make the VCO's position much stronger. I look forward to it.



This interview is a publication of the Association of Compliance Professionals; the professional association for professionals in the field of Ethics, Compliance and Integrity since 2001.