



Embedding ethical influence with  
consistency, durability and accountability

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## Our purpose

To empower behavioural scientists to exercise influence responsibly – building and earning trust

## Why?

The alternative is reputationally and regulatorily risky

# LSE FORGOOD can help companies influence ethically

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## Situation

- Since 'Nudge' **behavioural interventions** have proliferated, but without clear **ethical guardrails**
- Combining nudge with AI magnifies brand risks from **damaged trust**
- Need for behavioural science consultancy to **bolster ethical credentials**

## Complication

- Sustainably **embedding** ethics into the **development** and **evaluation** of **behavioural interventions** is in its **nascency** in the private sector, and there is **high demand** for **external expert support**

## Solution

- Our LSE-backed approach has the IP, experience and credentials to develop solutions with commercial partners

## The financial sector has a distinct set of challenges

- Ability to **demonstrate compliance** with existing regulations (e.g. mis-selling)
- **Increasing regulatory pressure** to demonstrate probity and 'consumer duty'
- **Competition from Fintech** without legacy systems or regulation
- **Consolidating industry** with significant cost pressures
- Growth in potential use cases with AI, **big data**
- **Absence of established framework** or guidance on nudge-use

In the context of low trust from consumers and the public

# Why partner with LSE to address these challenges?

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- **External validation via independent review:**

- Independent challenge provides greater rigour and accountability
- Avoids groupthink and any institutional blind spots
- Benchmarking and insights from within and across sectors
- Scaling responsible influence by moving from individual to institutional oversight

- **LSE FORGOOD has several advantages:**

- FORGOOD is the leading (only) ethical framework for behavioural science and has been cited widely
- Unlike other behavioural science consultancies, our sole focus is ethics
- We can draw on a range of academic specialists, beyond behavioural science, where relevant
- LSE Consult, and the team, have a track record of advising and working with major financial services firms

- **Conceptual Framework (2022)**

- Developed as a basis for professional standards
- Summarising ethical issues, and structuring ethical thinking
- Ethics may not be salient when designing interventions - a mnemonic helps
- NOT a tick box exercise – needs activating and embedding

- **Practical Application and Further Research**

- Team adapted the framework for commercial application in a [whitepaper](#)\* (2023)
- Tested in LSE exec education - processes, toolkits and checklists
- Research into premortem use of FORGOOD

The main audience for this publication consists of BI practitioners and policy makers working in or with government seeking to or already applying behavioural science to policy-making processes. The principles outlined in this guide build on the [OECD BASIC Toolkit](#) to dive deeper into the most common ethical considerations faced by BI practitioners working with(in) the public sector (OECD, 2017<sup>(7)</sup>). This guide was also largely inspired by the [FORGOOD framework](#) (2020<sup>(13)</sup>) developed by Liam Delaney and Leonhard K. Lades, aimed at prompting policy makers with questions to identify potential ethical problems in policy design. These good practices contribute to the current offerings of advice practitioners follow when looking to initiate their own BI projects.



[Global Association of Applied Behavioural Scientists \(GAABS\)](#)

Embedding durability and consistency with the leading ethical voice in behavioural science

# 'FORGOOD' offers a route to responsible innovation & influence

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## The original framework

Seven Ethical Dimensions	Key Questions to Consider Before Nudging
Fairness	What are the redistributive effects of the nudge?
Openness	Is the nudge open or hidden and manipulative?
Respect	Does the nudge respect people's autonomy, dignity, freedom of choice and privacy?
Goals	How does the nudge influence the welfare of all parties involved?
Opinions	Do people agree or disagree with the means and the ends of the nudge?
Options	Should other policies be used instead of the nudge?
Delegation	Do the policy-makers have the right and ability to use the power delegated to them?

Adapted for the private sector incorporating established business ethics frameworks



		Assessment
Fairness	Does the intervention <b>treat its target fairly</b> ? Does it <b>attempt to fairly manage conflicts of interest</b> between targets, beneficiaries and other relevant stakeholders?	Yes/ No - Mitigation
Openness	Is the behavioural intervention <b>disclosed</b> or <b>evident to the target</b> ?	Yes/ No - Mitigation
Respect	Does the behavioural intervention <b>respect the target's autonomy, dignity, freedom of choice</b> and <b>privacy</b> within the <b>context</b> of their <b>relationship with the corporation</b> ?	Y/ N/ Mitigation/ Adaptation
Goals	Does the behavioural intervention <b>seek to improve outcomes</b> for targets, beneficiaries and/or other relevant stakeholders of the company?	Yes/ No - Mitigation
Opinions	Does the behavioural intervention <b>pass the 'front page test'</b> of public opinion?	Yes/ No
Options	How do <b>financial</b> and <b>non-financial cost/benefit assessments compare</b> to other options?	Quantify & Compare
Delegation	Does the company have the <b>regulatory right</b> and <b>ability to implement the intervention</b> ?	Yes/ No

# Developing ways for LSE FORGOOD to work with financial sector

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1. Community network  
(LSE FORGOOD)

**Ethical framework & training**  
**Practical workshops**  
**Curated content**  
**Peer-learning**

## Why? Upskilling and networking

- Stress-testing existing practices
- Market-leading community
- Experiential workshop

2. Advice  
(LSE consult)

**Consultancy p/hr**  
**Discrete projects**

## Why? Ad hoc support

- Flexibility to expand access and advice where needed

3. Product Integration  
(LSE FORGOOD)

**Framework validation**  
**Team training**  
**Product design integration**  
**Evaluation**

## Why? Durability & accountability

- Embed ethics into behavioural practice on an institutional scale
- Becomes business as usual
- Audit-friendly

**A range of options to suit different institutions and their requirements, at different times**

# 1. Launching the FORGOOD community network

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## Joining our community as a founding member offers:

- Curated content hub of leading thinking in business-friendly format - **unlimited institutional access**
- 4x deep dive experiential workshops (2-3hrs) - **2-3 in-person attendees**
  - o 45 mins: update on latest research and thinking (Professor Delaney)
  - o 45 mins: subject matter experts on relevant topics\*
  - o 45 mins: workshop practical implications: peer learning & market insights
  - o 30 mins: networking
- In-workshop access to academics and practitioners to test developments & thinking
- Network of behavioural scientist leaders dedicated to excellence and ethics
- Membership of the community is on a 12-month rolling basis, priced at **£7.5k per institution – terms reviewed annually**

Early involvement offers excellent value for upskilling, networking, market testing and R&D input

\*Envisaged as #1: FORGOOD, #2 pioneering tools to extract insights from complaints data #3 decision-making #4 AI applications

# Four experiential workshops in ethical behavioural science\*

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The FORGOOD community will meet quarterly for deep dive workshops

Sept '24

- FORGOOD framework
- Practical workshop
- The latest research
- Q&A

Dec '24

- AI, ethics & behavioural science
- Practical workshop
- The latest research
- Q&A

March '25

- NLP tools for complaints analysis
- Practical workshop
- The latest research
- Q&A

June '25

- Ethical decision making
- Practical workshop
- The latest research
- Q&A

**Network of academics and professionals, with access to a curated content hub**

\*supported by subject matter experts on behavioural science in AI and organizational psychology



# 3. LSE FORGOOD product integration

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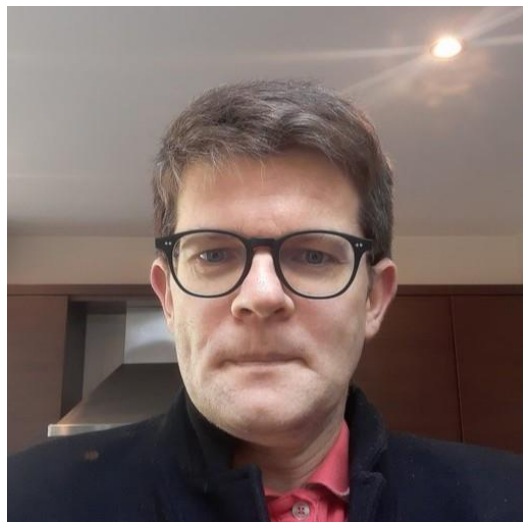


# LSE FORGOOD team



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[Professor Liam Delaney](#)



Liam heads the department of behavioural science at LSE and was formerly the deputy director of the UCD Geary institute. Liam is a Board member and head of code of conduct at [GAABS](#) as well as an academic lead at the UN Peritia trust project

[Annabel Gillard](#)



Annabel spent 20+ years building institutional asset management businesses. She is a CFA charterholder, has an MA in Philosophy and AI, and an MSc in Behavioural Science. She is on the advisory council of [Institute of Business Ethics](#) and [Blueprint](#) for a better business, and co-founded CFA UK's ethics committee.

[Bishin Ho](#)



Bishin Ho is a graduate of LSE's Masters of Behavioural Science and 15+ years of experience as a strategic finance leader where her interest lies in helping businesses with purpose make better commercial decisions. Bishin started her career at Deloitte in Sydney where she qualified as a Chartered Accountant.

Supported by LSE Incubator and [LSE consult](#) – with access to the infrastructure and expertise across LSE

LSE FORGOOD (working title) is a new venture, established by this team, supported and partially funded by LSE incubator