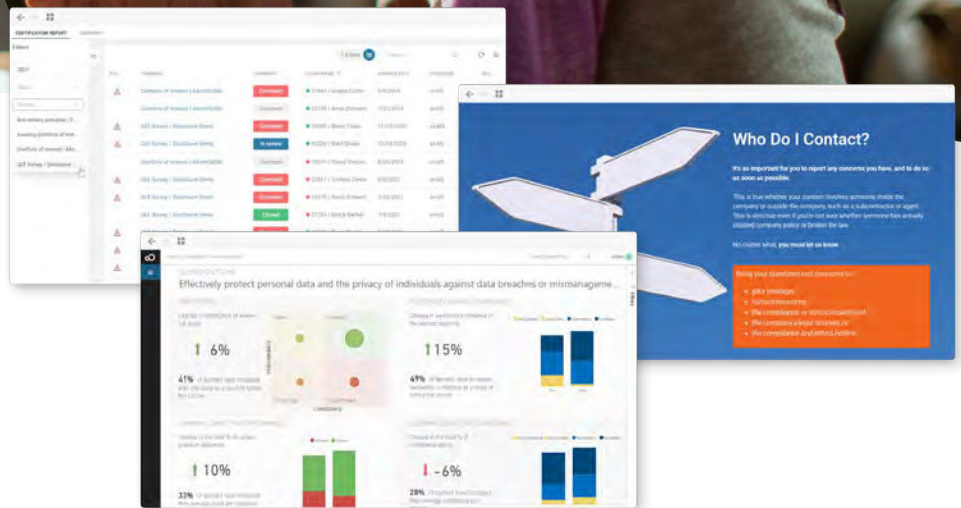




SAI360

WHITEPAPER



Ethics & Compliance training that works

Elevate online training with experiential learning

The massive global pivot to remote work has brought new compliance pressures and dilemmas for employees, as well as shifting risk priorities like data privacy. These conditions put greater emphasis on the importance of training employees with an agile suite of tools that includes online experiences, collaborative technologies and in-person conversations.

Online training in particular brings significant advantages, particularly for companies with global workforces that are remote work enabled—but only if training formats are flexible, mobile and engaging.



An engaging online training approach makes learners the focus, not the content. For example, dynamic scenarios trigger emotional and intellectual connections with the material in a way that flat, frontal presentations of facts and rules do not. The right online curriculum also encourages ongoing reflection instead of merely rewarding rote memorization.

Done right, online learning becomes a motivator of employees instead of a burden. At SAI360, we have over 15 years of experience building E&C programs that are flexible, measurably effective, data-driven, and employee-centric. In this whitepaper, you'll learn how to build a best-in-class online E&C training program that:

- makes e-learning lifelike and relevant;
- better engages learners; and
- increases adoption rates of desired behaviors that address high-context risks.

MANY E&C PROFESSIONALS LACK CONFIDENCE IN THEIR TRAINING PROGRAMS

Initial research findings from our *2020 Ethics and Compliance Benchmark Report Survey* indicate that Covid-19 abruptly sped up the timeline for industry adoption of online and mobile E&C training formats. Our data suggests the vast majority of ethics and compliance training is now consumed on computers at desks in offices rather than in-person.

However, warp speed implementation of modern technologies hasn't brought in its wake an increase in the perceived value of E&C programs. Responses from E&C professionals surveyed in our study indicate there is still much work to be done on the training effectiveness front:

- 84% report that they train employees with learning experiences that are not specific to the roles and responsibilities of each individual.

- 80% are not entirely confident their E&C programs are raising awareness and understanding of regulations and creating uniformity and standardization of work methods.
- Fewer than 35% believe that their programs manage risk more successfully.

Why do so many E&C professionals feel that their programs miss the mark? One reason is that companies often deliver online training in a manner that inadvertently creates barriers to effective learning. Common mistakes include:

- moving in-person frontal lectures to video format without consideration for online attention spans;
- repeating material in a manner that tires and bores learners;
- relying on content that is outdated or not refreshed often enough, leaving workers feeling chronically undertrained; and
- utilizing content that doesn't relate to learners' day to day work experiences and situations.

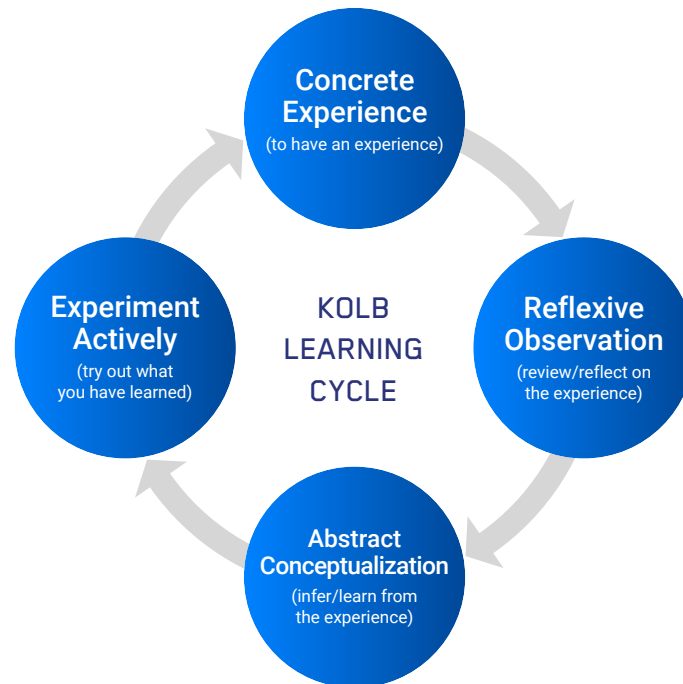
It's not enough to merely digitize face-to-face training curriculum. To keep learner engagement and motivation high, online training formats and content need special consideration. Successful e-learning in the analog age requires an approach that implements experience-based learning through interactive scenario training.

EXPERIENCE IS THE BEST TEACHER

Learning methods have varying degrees of success. When we read something, we retain only about 10% of that content well enough to remember it long term and apply it. When we do something, on the other hand, retention skyrockets to 90%. Overcoming a challenging problem further cements long-term learning, and retention deepens even more through active reflection.



The process and details of experiential learning were laid out by educator David A. Kolb in his 1984 Learning Cycle:



- 1) **Concrete experience** is the starting point of a learning process, so long as that experience has authenticity (that is, results in observable consequences for the learner).
- 2) **Reflective observation** allows the learner to mentally play through possible causes of the experience and detect inconsistencies between the experience and the learner's understanding.
- 3) **Formation of abstract concepts** leads to generalization when new ideas arise from concrete experiences and underlying principles are recognized. The learner draws conclusions which become new knowledge that can be transferred to other situations.
- 4) **Active experimentation** with newly acquired knowledge is the fourth step in the process. The learner applies new knowledge to real life situations, which gives rise to new concrete experiences and the cycle begins again.

Learners can enter training on a topic at any point in the learning cycle, depending on prior knowledge and previous learning situations. Each run through the cycle deepens learner knowledge and increases competence.



MAXIMIZE ONLINE LEARNER ENGAGEMENT WITH SAI360'S BEST PRACTICES

We've spent 25 years in the trenches helping organizations prepare for, respond to, and learn from ethics and compliances threats of all shapes and sizes. During that time SAI360 has developed a formula for highly effective experiential E&C training programs. Modularity, variety, entertainment, and interaction are at the forefront of our approach which is based on Kolb's learning cycle and augmented by a variety of other modern teaching methods.

Following are some of the online training best practices we've refined through decades of experience customizing and supporting E&C programs for Fortune 1000 companies:

KEEP INSTRUCTIONAL ELEMENTS SHORT.

Learners who are presented with large chunks of one-way static content will only be able to follow attentively for a certain length of time. Videos, texts, and other linear media without interaction should not last longer than the average attention span of online learners.

INCORPORATE RELEVANT AND AUTHENTIC WORK-RELATED ISSUES IN SCENARIOS.

A product manager in a startup is only slightly reflected in an outdated scenario about an HR manager of a public authority. The scenarios should be adapted to the real-life roles, workflows, and tasks of the learners.

INCREASE ENGAGEMENT WITH VARIETY.

Online training material should alternate between different forms of media, providing learners with a diverse variety of training styles to keep them engaged. Learners lose interest when monotonously clicking through question-and-answer pages of identical format. A best-practice E&C training program blends games and

simulations, videos, short five to ten-minute courses, and performance support tools.

ENABLE LEARNING ANYWHERE, ANYTIME.

It strengthens the autonomy of learners if they can learn where and when they want. Thanks to responsive design, training courses can be accessed independently of an app and on all types of end devices—whether laptop, tablet, or smartphone.

RECOGNIZE THE BENEFITS OF SNACKABLES.

Micro refreshers can have a big impact. Not every training session has to take up a big block of 30 or 60 minutes. Sometimes you reap more interest and retention with a two-minute video or a five-minute quiz.

MAKE IT INTERACTIVE.

Phases of passive information intake should always be supplemented by interactive phases in which learners have to become active and make a decision. In this way, theoretical knowledge imprints powerfully as action knowledge.

USE STORYTELLING.

When content is packaged in a story, learners better identify with a scenario and its protagonists. Emotionally relating to the people involved and understanding their motives strengthens the bond with the scenario problem, which ultimately improves analysis and retention of the lessons.

AVOID REPETITION.

Refreshers are a must but presenting the exact same content again 1:1 is a no-go. Instead, introduce variations of the topic, present new problems within the same construct, or make changes to format layout and design. Even small modifications will help capture and retain the attention of learners.



YEAR 1	YEAR 2	YEAR 3
Basic Training: Preventing Bribery & Corruption	Blindspot: Anti-Bribery	Dealing with Dilemmas: Anti-Bribery
	Explainer Videos	

STIMULATE REFLECTION THROUGH AMBIGUITY.

The world is not black and white. Why should training be? Many scenarios show dilemma situations in which there is no clearly defined wrong or right path. Through reflection, learners can approach their own truth about the facts and analyze how to proceed.

INSTALL AN INHERENT MOTIVATION TO LEARN.

Compulsory, passive learning modules often lead to training being completed mechanically in a tick-the-box exercise. Interesting tasks and compelling scenarios, on the other hand, generate self-motivation. Gamification elements, such as self-tests that compare personal scores with the team average, can also help. Learners take these mental stimuli with them into conversations with colleagues, sparking discussions on the training topics.

COMBAT SCREEN FATIGUE WITH MICROLEARNING FORMATS

When building an online training program, deliver training in small chunks that are strategically targeted to high-context internal and external risks. Shorter formats play well to online attention spans, improve the resonance of scenarios, and give learners more time to process and operationalize the lessons.

SAI360 has developed a variety of microlearning training modules that can serve as building blocks of highly effective online E&C training programs:

- **Explainer videos:** Brief videos (typically one to five minutes in length) that educate and inspire on a particular topic. These videos serve as low-threshold learning opportunities and refreshers in between more comprehensive manager-led team meetings or facilitated workshops.
- **Blindspot quizzes:** Engaging quizzes on select high-context topics that have several difficulty levels and typically employ a reward system. Correct answers earn points for learners, while wrong answers prompt them to repeat the current difficulty level or return to the beginning of the quiz.
- **Multi-risk simulations:** Extensive scenarios in which learners take on the role of an employee or manager and must demonstrate ethical behavior in numerous decisions on topics such as data protection, vendor bids, team performance or corruption. In the simulation, learners can seek advice from colleagues, friends, and the compliance manager and then reflect on their decision-making process.

MULTI-STAGE TRAINING CAMPAIGNS REINFORCE E&C PROGRAM SUSTAINABILITY

Optimally designed training modules are just the beginning. As building blocks of a comprehensive training concept, they work best when deployed within multi-stage programs customized to the needs of individual companies. In this way, workforce awareness of compliance protocols and familiarity with trained topics grows, step by step.



The graphic above illustrates an example of a sustainable, multi-year training campaign based on Kolb's learning cycle.

The launch of the new compliance training program is primed through internal corporate publicity and announcements. Compliance managers work with each learner to determine their personal training needs and jointly develop objectives.

During the first year, basic training lays foundational understanding of the topic and sensitizes employees to risks and dangers. During the second year, various training modules target high-context scenarios to deliver more in-depth training and encourage analysis. Blind spots briefly test optimal behavior in multiple-choice tests. Refresher training in the third year not only reinforces what has been learned, but also expands on the topics by asking complex questions. Extensive, interactive case studies present learners with dilemmas in the form of a role play and allow them to apply the full range of what they have learned.

Progress is tracked by encouraging employees in the company to use the programs again and again. The content of the training and the asynchronous payout offer both motivation and opportunities to spark discussions with other employees, thus keeping key compliance issues and risks front of mind.

Data can be conveniently collected to measure, visualize, and analyze effectiveness beyond completion rates, supported by SAI360's new Global Learning Management System (LMS). The success of the training can be seen in the application of the acquired competencies—even after the initial launch.

SAI360 is available during and after the implementation of your training program, offering ready support for a smooth process.

MAKE IT YOUR TRAINING: CUSTOMIZATIONS FOR ANY COMPANY

No two companies are alike—and so any E&C training program should be individualized. SAI360 will work with you to design a program that meets your needs and requirements. Even if your organization is in the middle of another program, it's worth making the switch: Our experts can build on the training and learning progress your workforce has already had to pave the way to learning success from your current starting point.

Each organization that works with SAI360 has a dedicated CCEP Client Success Manager serving as a point of contact. He or she acts as an extension of your team, advising you on all matters related to program planning, development,



deployment, and optimization. Your decision to work with us is just the beginning of a partnership that we continue to build.

We adapt learning content to your company's internal controls, prevailing regulatory environment, and the culture of your company. Do you require a special focus in terms of content or presentations? We can tailor, modify, and enrich the content of training accordingly. If you wish, you can customize your company's unique learning experience from start to finish. We can also visually modify training modules to match the branding of your company and convey the same look and feel.

Is your corporation global? SAI360 learning content is available in 59 languages. Our three-step translation and localization methodology ensures high accuracy and quality for all participants worldwide.

In short, SAI360 training becomes your training. Take a look for yourself by testing our learning formats in key risk areas. For a personal demonstration of our online training courses, you can **submit your contact request** on our website.

About SAI360

SAI360 is the leading ESG cloud provider connecting GRC, EHS, Sustainability and Learning. Our SAI360 platform streamlines workflow and drives outcomes through flexible, scalable, and configurable modules. Our integrated approach sets us apart, helping organizations thrive, create trust, understand their impact, and achieve resilience for over 25 years. SAI360 is headquartered in Chicago, with operations and customers across the globe. Discover more at sai360.com.