



# Corporate Compliance Training: More Complex, More Important...and More Pushback

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## 2021 Prediction: Prepare for Employee Push-Back

*“Employees may be resistant and push back against trainings on current divisive issues, such as getting a COVID vaccine or diversity training. In 2021, Compliance professionals will need to navigate these divides while communicating their expectations of employees. The most sensitive issues may be more about personal conduct and values than legal requirements.”*



# Training Is a Risk & Compliance Priority

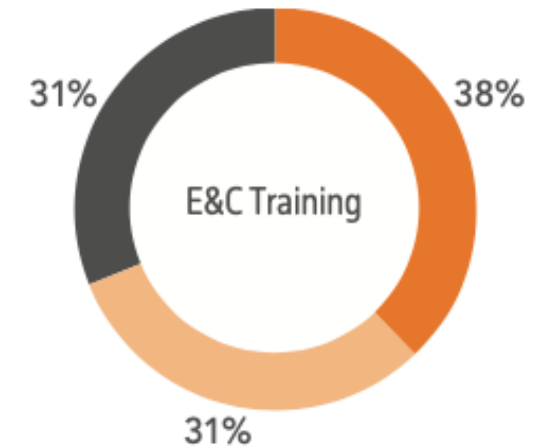
- Training is a key element of an effective R&C program
- 69% of organizations plan to prioritize building or implementing a training program over the next 12-24 months

**Figure 4.7**

**R&C Activities: E&C Training & TPRM**

"Which of the following R&C activities will your organization be prioritizing over the next 12-24 months?"

- 12 Months
- 24 Months
- Not A Priority

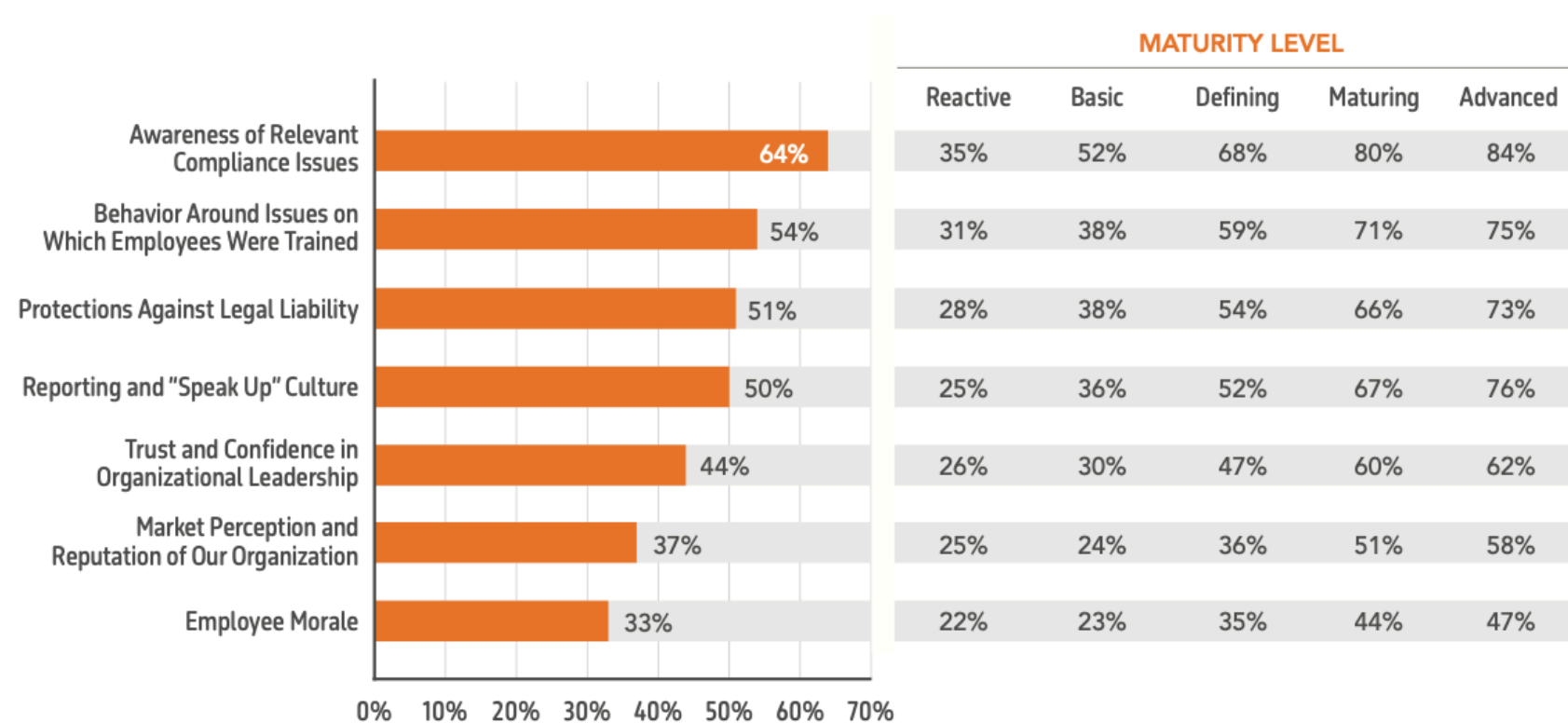


2020 Definitive Risk & Compliance Benchmark Report

# The Power of Training To Deliver Your Message

**Figure 5.33: E&C Training Impact on Organizations**

In which of the following ways has your E&C training program improved / greatly improved your organization? Select all that apply.



Base: Respondents who indicated being knowledgeable about Risk & Compliance Training. n=1,023.

# Social Issues Collide With Risk Management for 2021

2020 presented heightened risks with hotly contested (and politicized) points of view

- COVID-19
  - Remote work
  - Return to work
  - COVID vaccinations
- Social justice and race relations
  - Implicit bias and systemic racism
  - Expansion of protections for gender identity and gender expression
  - Gender inclusive language and pronoun usage
- ESG (Environmental, Social, and Governance) – Global Warming / Climate Change / Green Energies



# Trust Deficit Has Worsened

- 56% of people believe business leaders are saying things they know to be false or gross exaggerations
- CEOs (as a general group) suffer from a trust deficit
- But your own CEO is one of the most trusted

## SOCIETAL LEADERS SUSPECTED OF LIES AND MISINFORMATION

Percent who worry

Our government leaders are **purposely trying to mislead** people by saying things they know are false or gross exaggerations

57%

Business leaders are **purposely trying to mislead** people by saying things they know are false or gross exaggerations

56%

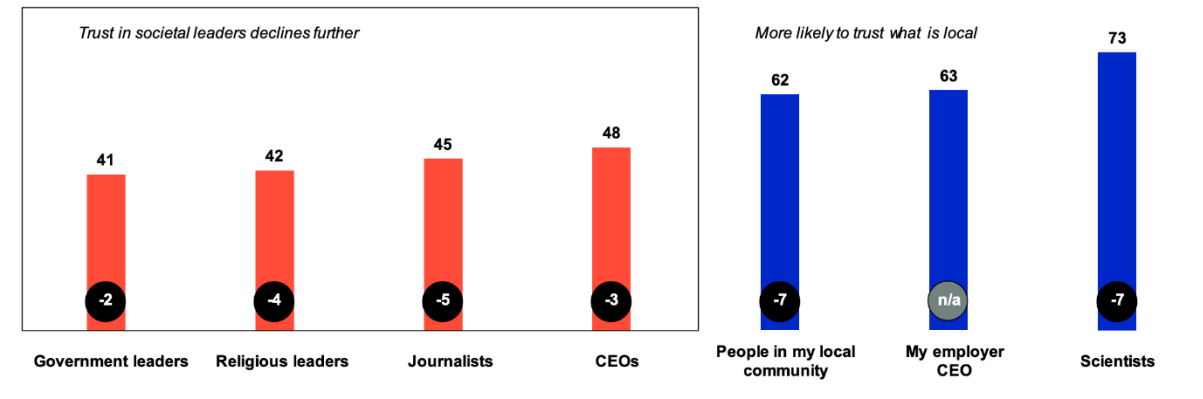
2021 Edelman Trust Barometer, POP\_EMO. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following? 9-point scale; top 4 box, worry. Attributes shown to half of the sample. General population, 27-mkt avg.



## SOCIETAL LEADERS NOT TRUSTED TO DO WHAT IS RIGHT

Percent trust

Distrust Neutral Trust | Change, 2020 to 2021



2021 Edelman Trust Barometer, TRU\_PEP. Below is a list of groups of people. For each one, please indicate how much you trust that group of people to do what is right. 9-point scale; top 4 box, trust. Attributes shown to half of the sample; "My employer CEO" only shown to those that are an employee (Q43/1). General population, 27-mkt avg.

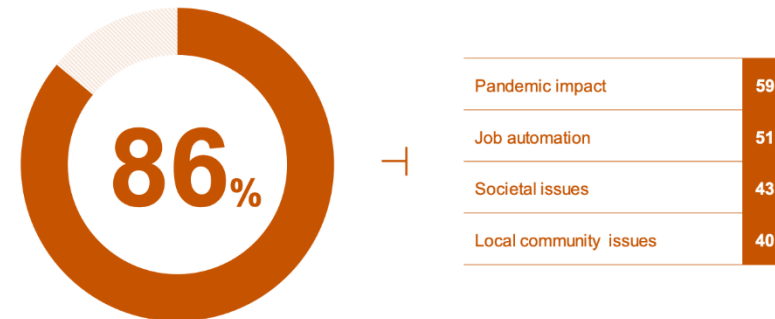


# Despite the Trust Issues, CEOs Face More Pressure To Lead

- Nearly 9 out of 10 people expect the CEO to speak out on societal issues
- But your workforce is divided and may have very different beliefs about the position that the CEO should take

## CEOS MUST LEAD ON SOCIETAL ISSUES

I expect **CEOs to publicly speak out** about one or more of these societal challenges



2021 Edelman Trust Barometer. CEO\_SPEAK. Looking at the topics listed below, please select the ones you expect CEOs to currently be speaking out about publicly. Select all that apply. Question asked of half of the sample. General population, 27-mkt avg. CEO expectation to speak out is a net of attributes 1, 2, 5 and 7.



# Example 1: Racism at Work & Social Justice

- Fair treatment
  - 34% of Americans said that Blacks were treated less fairly than whites
  - 58% said there was equal treatment
  - 8% said they see whites being treated less fairly than Blacks
- Discrimination at work: Are people treated equally at work?
  - 64% of whites believe everyone receives equal treatment
  - 21% of Blacks say the same
- Impact of political ideology on perceptions of fairness at work:
  - 80% of conservative whites believe there is equal treatment
  - 43% of liberal whites believe there is equal treatment





# Example 2: COVID-19

## Poll finds more Americans than ever think we should wear masks

### How often do you wear a medical or non-medical face mask when you leave your home?

Always Sometimes Rarely or never

Poll conducted in ☒ October 2020

☐ July 2020

All

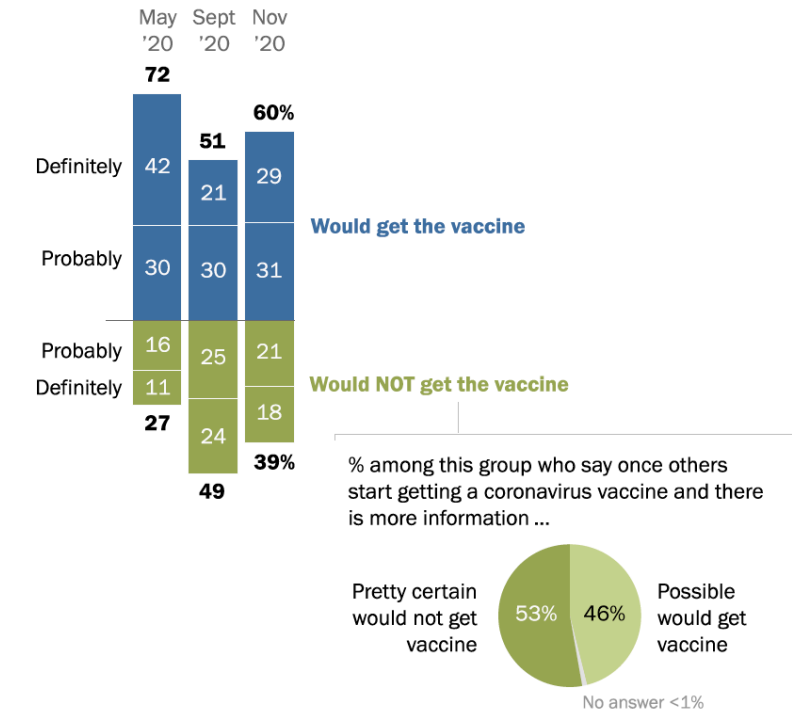
Adults (n = 2,200)



<https://www.nationalgeographic.com/history/article/poll-increasing-bipartisan-majority-americans-support-mask-wearing>

## Majority of Americans now say they would get a vaccine for the coronavirus

% of U.S. adults who say if a vaccine to prevent COVID-19 were available today, they ...



Note: Respondents who did not give an answer are not shown.

Source: Survey conducted Nov. 18-29, 2020.

"Intent to Get a COVID-19 Vaccine Rises to 60% as Confidence in Research and Development Process Increases"

PEW RESEARCH CENTER

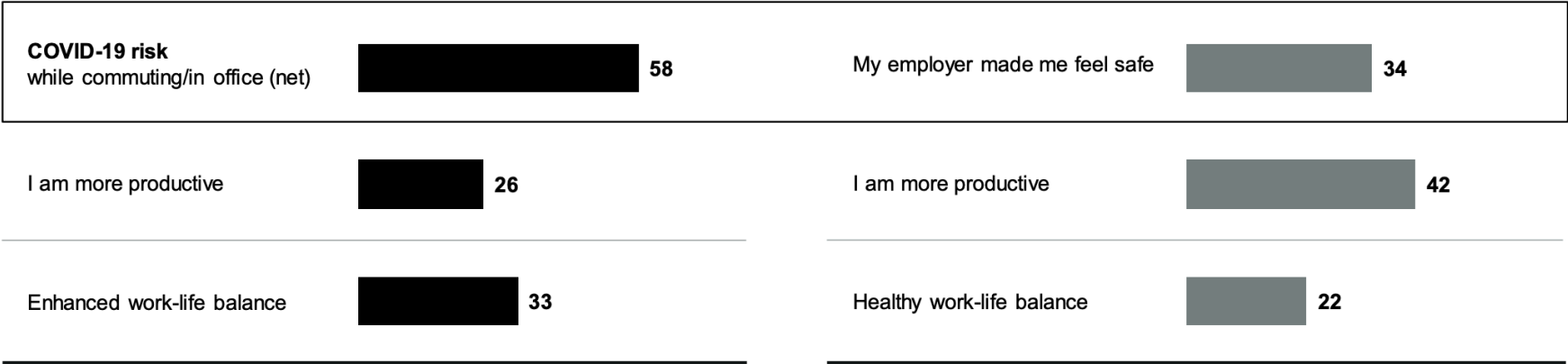
<https://www.pewresearch.org/science/2020/12/03/intent-to-get-a-covid-19-vaccine-rises-to-60-as-confidence-in-research-and-development-process-increases/>

# Example 2: COVID-19

## PANDEMIC FEARS IMPEDE RETURN TO WORKPLACE

Percent who say each reason is why they are choosing to work from home vs. choosing to return to the workplace

**52%** choosing to **work at home**,  
for the following reasons:



**48%** choosing to **return to the office**,  
for the following reasons:

2021 Edelman Trust Barometer. WRK\_CHOICE. Which of the following best describes your current working situation? Question asked of those who are an employee (Q43/1). Data among employees that have a choice of working from home or their workplace. WHY\_HOME. Why are you choosing to continue working from home even though you could return to the workplace if you wanted to? Select all that apply. Question asked of employees that are choosing to work from home (Q43/1 AND WRK\_CHOICE/3). WHY\_OFFICE. Why are you choosing to work at an office or other workplace even though you could work remotely if you wanted to? Select all that apply. Question asked of employees that are choosing to return to their workplace (Q43/1 AND WRK\_CHOICE/4). General population, 27-mkt avg. COVID-19 risk while commuting / in office is a net of WHY\_HOME/2-3.



# Learners Are Not Passive – More Employees Feel Empowered To Speak Out

- Training a large, diverse (potentially divided) workforce will be a challenging task
- There has been a shift in power
  - Shift in power allows more people to influence and affect change
  - Social/on-line movements and causes can be a powerful change agent
- Employees more likely to voice an opinion, even on topics on which they have been silent

## CONSUMERS AND EMPLOYEES EXPECTED TO HAVE A SEAT AT THE TABLE

Percent who agree

**68%**

Consumers ...

**have the power to force corporations to change**

**62%**

Employees ...

**50%**

of those who are employed

**I am more likely now than a year ago to voice my objections to management or engage in workplace protest**

2021 Edelman Trust Barometer. TMA\_SIE\_SHV. Please indicate how much you agree or disagree with the following statements. 9-point scale; top 4 box, agree. Question asked of half of the sample. EMP\_ENG. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee (Q43/r1). General population, 27-mkt avg.



# Bridge the Divide & Lead With Integrity

- Be mindful of emerging risk areas
- Tread deliberately and cautiously into tough topic areas
- Know your audience – and know where you may have divides
  - Evaluate data sources (complaints, hotline data, employee survey data)
  - Speak with leadership – will they be supportive or work at cross-purposes?



# Bridge the Divide & Lead With Integrity

- Recognize that your workforce is likely divided on key issues facing your organization
  - Training can have the effect of marginalizing groups if not well designed
  - To be effective, try to reach all your employees
  - Ask yourself whether the training will alienate part of your audience
  - Be clear about expectations and positions on key issues





# Bridge the Divide & Lead With Integrity

- Know the purpose and message you want to deliver with training
- What do you hope to accomplish?
  - Awareness of risk and policy
  - Taking a stand on a topic and setting a standard of behavior
  - Changing hearts and minds



# Bridge the Divide & Lead With Integrity

When developing or purchasing training:

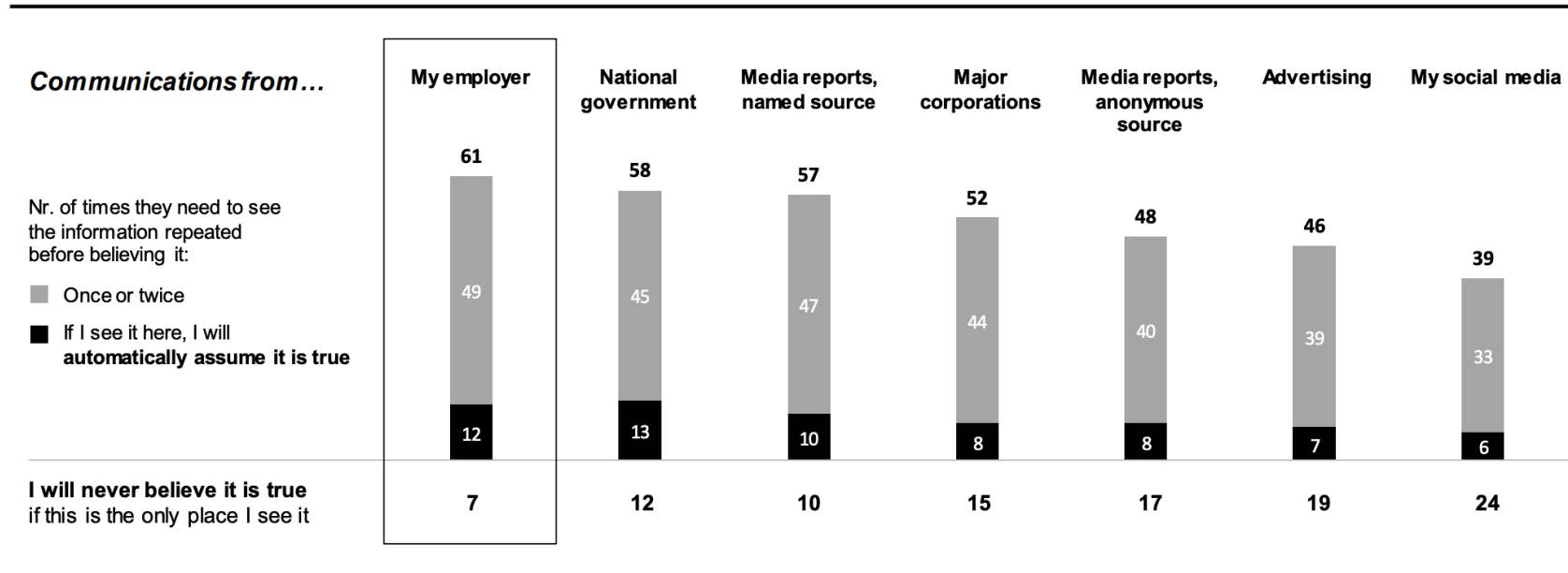
- Don't assume that your perspective/approach/belief is the only way
- If possible, invite multiple perspectives to evaluate and/or create content – avoid blind spots
  - Consider demographics and choice of words carefully
  - Make intentional choices that you can share with employees if needed
- Recognize that there is a trust deficit – repeat messaging may be needed



# Trust Issues Remain High Among Employees

## EMPLOYER MEDIA MOST BELIEVABLE

Percent who believe information from each source automatically, or after seeing it twice or less



2021 Edelman Trust Barometer. HEAR\_TIME1. When you see a new piece of information or a news story in each of the following information sources, how many times do you need to see it or hear it repeated in that same type of information source before you believe it is really true? Question asked of half of the sample. "Once or twice" is a sum of codes 2 and 3. General population, 27-mkt avg. "Employer communications" only shown to those that are an employee (Q43/1).




# Be Prepared To Listen (and Hear) and Respond

- Employees more likely to speak out when they encounter something they don't think is right
  - Be open to listen and hear (people feel they have a right to be heard)
  - Be ready to respond
- Expect to encounter more resistance from employees relating to training content and their behavior
  - Resistance to following safety protocols for returning to work
  - Challenges to fair representation of people (including white males) in training
  - Resistance to more gender-neutral language and inclusive training materials
  - Disagreement over whether systemic discrimination and implicit bias are a problem
  - ESG efforts to combat climate change

In 2021 your commitment to true diversity will continue to be tested

- Determine as an organization what you expect and communicate to employees (transparency and accountability)





# Do You Know the Answer To These Questions?

- What will your organization do about those who express beliefs outside of work? Where will you draw the line, and are you able to do it agnostic of idea or belief?
- Do you understand the legal bounds of what you can and cannot do relating to off-duty conduct?



# Navigate Employee Resistance While Clearly Communicating Expectations



## Steps Organizations Can Take

1. Map out your needs and make a plan for 2021
2. Align with leadership on controversial topics and lead with integrity
3. Know your audience and organization position on controversial topics
4. Select training topics and content deliberately
5. Be prepared to handle objections and misconduct properly



# Thank You!

