

Leading engineering & construction corporation introduces e-learning to address compliance in high-risk countries



At a glance

- > Client: Consolidated Contractors Company (CCC)
- > Target group: 6,000 white-collar employees with a relevant risk profile
- > Solution: implementation of e-learning to raise awareness of compliance risks and to provide information about CCC's ethical and anti-corruption guidelines

Consolidated Contractors Group S.A.L (CCC) is the largest engineering and construction company in the Middle East. CCC embraces the ambitions and welfare of over 150,000 employees composed of over eighty nationalities in almost every country of the Middle East, Africa, Europe (including Russia), CIS countries, the Caribbean, Australia and Papua New Guinea. At the end of 2012, CCC's total revenues were in excess of US \$5 billion.

In an interview, Tony Awad, Corporate Ethics Compliance Officer at CCC, describes how e-learning helped to address the organisation's increasing compliance requirements.

Idox Compliance: What were the main reasons for rolling out this online training program?

Tony Awad: There are increasing compliance requirements from our

clients, partners and stakeholders. We had to address this and set up a training program to familiarise our workforce with the company's ethics and anti-corruption guidelines. We decided to launch an e-learning program to reach as many employees as possible within a reasonable timeframe and in an efficient way.

What were the main objectives you were looking to achieve and do you feel that you achieved them?

The project is still ongoing but we have already achieved a completion rate of 90% which is excellent given the fact that this is the first online program ever launched within the organisation and compliance is new to most people.

Who is the target audience of this program?

Approximately 150,000 people are working for CCC, but most of them

are working on construction sites where they are not being exposed to compliance risk and/or do not have regular access to the internet. Finally, we were reaching out to 6,000 white-collar employees who have a relevant risk profile. As such we used a risk-based approach.

Case Study



“Many people have their individual certificate printed out and displayed in their office, clearly showing they are very proud of it. Management was also very impressed; we exceeded their expectations.”

Tony Awad, Corporate Ethics Compliance Officer

You have to base your training on a solid compliance program. Your employees need to be aware of the group's guidelines, relevant laws and regulations to raise their awareness of compliance risks and to help them make confident and informed decisions. The company needs to find a way to promote the compliance concept to their workforce in a positive way, which needs to start from the top!

What are the key program features and benefits for the learner?

The program is very user-friendly and attractive for the learner. It does not bore people. The information is presented in a very clear way and it serves its main purpose, i.e. to raise people's awareness of potential compliance risks and how they can behave responsibly.

What were the challenges when developing and distributing the program? What solutions did you find?

In terms of content development, the challenge was to cover as much as possible but in a concise way. We had to find a good balance, select important cases, etc. Then we had to make sure that it would be understood and accessible for employees across all levels of seniority and IT literacy, whilst also being sensitive to the reality that the target group consisted of people from diverse cultural backgrounds. We were able to find a common language and find the right level of complexity.

What are the reactions of management and the employees after having completed the online training?

We received very good feedback at all levels; there weren't any negative comments. Our employees have not typically been involved with e-learning and whilst there was scepticism and reluctance in the beginning, this

quickly disappeared when they realised that it was straightforward and helpful to their daily business. They appreciate the e-learning concept. The rest was internal promotion. Many people have their individual certificate printed out and displayed in their office, clearly showing they are very proud of it. Management was also very impressed; we exceeded their expectations.

What was your experience of working with Idox Compliance and Pohlmann & Co? What do you especially value about this cooperation?

The cooperation and communication with both Pohlmann & Co and Idox Compliance went very smoothly. The communication with all team members was very good. Thomas Lüthi of Pohlmann & Co. is very knowledgeable and a great help to develop bespoke and appropriate content. And whatever I asked Idox Compliance for, I got it. Since compliance at CCC is still a one-man business (me) and although there was excellent technical support in-house, it was even more important to have reliable partners!

What are the key learning points you have taken from this project? What advice would you give other companies that are planning similar online compliance training programs?

What compliance training and communication initiatives are you planning in the near future and why?

Compliance is not a one-off effort. We are looking further into online refresher programs next year and will continue delivering classroom training to our business. Besides training and communication, which remains an important part of our program, we continue to improve our risk assessment and due diligence standards. Clients are more and more demanding in that respect. We will also look to set up an in-house global compliance organisation.

The interview was held by Carsten Gerz, Senior Account Manager at Idox Compliance

Case Study