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Ensuring good ethical practice in the new normal

– featuring crowdsourced insight from stakeholders

A white paper

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Contents

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Abstract: This paper investigates the key drivers of positive ethical practice, and from new evidence and insight collated from industry stakeholders as they reflect and work through the 'new normal', what emerging systems and processes will support the application of good ethical practice amid a more unpredictable landscape and an increase in the necessity for remote working.

Objective: To discover the biggest challenges and best methods of maintaining organisation-wide good ethical practice in the 'new normal' brought on by the Coronavirus outbreak.

What you'll discover

→ How relevant and effective are organisations' current code of ethics?

→ When is the best time to introduce ethical learning to your employees, and how often should it be revisited?

→ Who is most responsible for training and guiding a company's ethical behaviours?

→ What are the best methods for teaching good ethical behaviour in the new normal?

→ How best to engage employees in ethical training, especially amid the rise of remote working.

Introduction

The dedication to the quality and coverage of ethical practice in the workplace has been increasingly measured and considered.

The first major waves of change came in the 1960s;[i] brought on by culture shifts through social unrest, environmental concerns and a new balance between employer loyalty and ideals loyalty. And with the more recent emergence of the online realm and its millennial boom, the complexity and scrutiny of ethics in business has advanced and established the practice as a preferred, modern framework for healthy, progressive, inclusive and considerate workplace management.[ii]

This is most evident through initiatives such as Global Ethics Day. Held on 21 October, this year's worldwide reach was more profound than ever, with major businesses on every continent supporting and participating, including global organisations such as CFA Institute and Intel Corporation.[iii]

But although ethics in the workplace is being championed and methods of learning are constantly being innovated, the Coronavirus outbreak has forced organisations to take a step back and change focus. Current ethical frameworks and their delivery methods are being assessed as numerous changes and modifications are being considered to suit the 'new normal'.

Crowdsourced insight...

To keep us at the forefront of the global elearning industry, Sponge is eager to always have the most up-to-date knowledge and statistics regarding teaching and practicing ethics in the workplace. In the weeks leading up to Global Ethics Day, we put our shoulders behind polling senior training experts and a range of professionals with compliance and ethic responsibilities within their organisations in our Ethical Behaviour Survey[iv].

Their answers have given us a snapshot view of the current market and helped inform the insight provided in this white paper. The results of the poll are included throughout the paper to inform and qualify the latest developments and shifts brought on by the new normal.

What good ethical practice in the workplace looks like

Businesses have earnestly considered the quality of ethical practice in the workplace for decades, but its emergence as a vital method for achieving inclusivity and compliance is a more current development.

Rules-based compliance is increasingly being viewed as a rigid, somewhat archaic method of achieving positive and supportive ways of working; whereas ethics, although not so clear-cut in nature, opens the field to a more inclusive and broadminded manner of achieving cohesion and security.

But as much as ethical learning can be less stringent than rules-based learning, embedding a strong and sincere ethical culture in an organisation still requires substantial consideration and planning.

No one size fits all

Ethical principles cannot be cut and pasted; they should be unique and relevant to the organisation and its setup; people must be able to understand how an ethical principle relates to their daily work. It must have a recognisable context for each individual that's relevant to their job. If any part of an ethical culture doesn't ring true, the concept will be difficult to embrace.

If you think the ethics training that you currently receive isn't doing a good job: you're not alone.

What we asked: **How applicable do you think your current ethics training is in your day-to-day work?**

The answer: **The clear trend is that training is usually never more than slightly applicable.**

80 per cent believe the ethics training they receive at work is only slightly applicable in their day-to-day work.

Moreover, **all** survey respondents told us that their current ethics training was either only slightly applicable to their day-to-day work or not applicable at all.

Building a set of ethical principles unique to your business and workplace culture is crucial in helping employees put what they learn into practice or else all that training time and cost will go to waste.

On top of aligning your ethical values to your organisation and teams, you need to consider whether the principles are resonating from person to person. Can and will everyone understand why the ethical standard has been implemented? Can they see the benefit for them as individuals? If the answers are no, then embodying the principle is not going to be a natural and authentic process.

5%
Don't know

21%
Not very familiar

42%
Very familiar

32%
Somewhat familiar, but need reminding
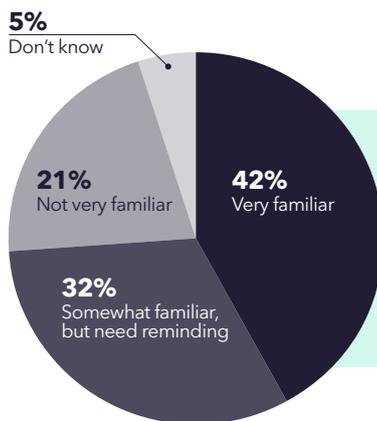
What we asked: **How well do you feel that people in your organisation understand and adhere to your code of ethics?**

The answer: **58 per cent of respondents think people in their organisation are not very familiar with the company code of ethics.**

The better people understand and familiarise themselves with your organisation's code of ethics, the easier it will be for them to act in accordance with it.

## The necessity of emotional interaction and inclusivity

Learning about ethical values should be connected to emotions – they should resonate, especially as emotional learning is a technique that can be leveraged to support understanding and unity.

You consider the individual and their emotions, and you ensure your ethical values are communicated clearly and in an engaging manner, but unless you make the implementation of ethical standards a wholly collaborative practice, then there will likely be disagreements or at least disgruntlement.

As there are not necessarily right or wrong answers with ethics-based compliance, it's also vital that space for exploring the principles is provided, ideally with interactive or at least example scenarios for practising. And an ethical culture should have no final chapter, as further discussion and the opportunity to question and challenge is fundamental for a healthy, inclusive and progressive environment.

As well as the above points for instilling good ethical practice in the workplace, the overarching approach needs to be one of respect for the process – an attitude of taking it seriously – from leaders and teachers to all learners, employees.[v]

Although ethics may not be as clear-cut as rules-based compliance, overlooking ethical responsibilities or not maintaining standards can negatively affect anything and everything, from your employees to your business to your customer base. And the effects can range from rocking the boat to causing long-term damage across the board.

There have been numerous high-profile cases of unethical business practices over the years[vi], but you don't have to look any further than the recent VW emissions scandal[vii] to see what the severe implications of not taking ethical responsibilities seriously can be.

We asked: **Which industry, in your opinion, displays the need to present better ethical practices?**

The answer: **Financial services and banking, followed by the technology and pharmaceutical industries.**

It's clearly not just auto companies that have come under recent scrutiny for poor ethical practice and standards. And financial services and banking being in the upper bracket of industries that generally need to implement better ethics may not come as a big surprise with the fines faced in September by global banks for unethical practices[viii].

As much as these may be the current go-to industries for examples of sub-par ethical practice, good ethical rigour is important – and should be maintained – in all sectors. The takeaway here is, there's always something more you can be doing to encourage and impart good ethics.

How ethical learning best-practice is transforming amid Coronavirus – what still works and what needs to change

Coronavirus has undoubtedly changed how ethical learning can and should be delivered, but the foundations of the above principles are still appropriate.

In terms of relevance and authenticity – how individuals recognise ethical principles for informing their day to day work – employees need to be able to understand the business inside-out now more than ever.

11%
First meeting with Manager

22%
Recruitment

17%
Pre-boarding

50%
Induction
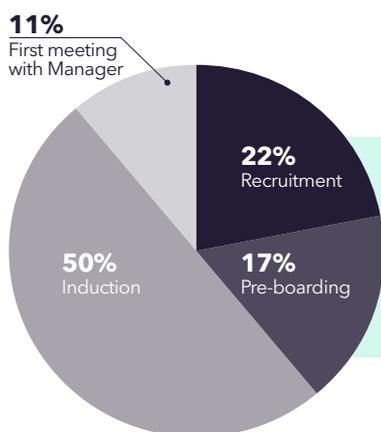
We asked: **At what point is the topic of ethics introduced in your organisation?**

The answer: **Only 2 in 10 employees learn anything about the company code of ethics during the recruitment process.**

From all surveyed stakeholders, it was found that just 22 per cent of employees have learned anything about the company code of ethics during the recruitment process, and only another 17 per cent receive any information about it before their onboarding process.

It may be difficult to determine when the best time to introduce ethics is, but what's crucial is presenting it in a way that speaks to the individual and makes them want to get on board. And what's more important, is ensuring that the topic of ethics is regularly revisited, without which these behaviours may eventually be neglected.

"Two-thirds of consumers expect companies to commit to higher ethical standards and be increasingly responsible to employees, customers, greater society and the environment in the wake of this pandemic." [ix]

COVID-19 Insights – What to do Now and Next, Accenture

Ethical learning and development should be at least as committed for remote working as it would be in-office in the 'new normal'; be it through regular virtual team meetings, monitored interactive tasks, or any other method where the individual will gain stimulation and feel included.

But businesses' abilities to ensure employees work ethically during the pandemic has been hugely varied.

We asked: **Since the start of the pandemic, would you say that ensuring people in your business work ethically (respect your code of ethics) has become much harder, slightly harder, easier or not changed in difficulty?**

The answer: **50 per cent of participants felt it had become harder to ensure employees work ethically during the pandemic.**

For those that found it harder to ensure people worked ethically, it could be the case of being underprepared for the remote working situation, and not being used to managing people working from many different locations. It could also be to do with the sector each business is working in – some will require much more stringent procedures for remote workers to adhere to, which can be difficult to keep track of, both for employees and for managers.

On the other hand, participants that found ensuring ethical action during the pandemic to be easier or of equal difficulty (half of all respondents) than before, may have structures and guidelines for remote ethical behaviour in place already. Keeping up a sense of connection between individual and organisation goes a long way in encouraging people to continue to adhere to codes of ethics; those that recognise this are best equipped to keep up good practice in the online workplace.

Making and maintaining strong connections remotely

We asked: **How many times does your organisation currently run ethics training per year?**

The answer: **Most respondents' organisations run it just once or twice a year.**

We also asked: **How many times do you think your organisation should be running ethics training per year?**

The answer: **Over 40 per cent of participants believe their organisations should be running training more than just once or twice a year, ranging from quarterly to monthly.**

As understanding your employees is key to being able to present them with targeted and effective learning, forming and maintaining strong relationships without the benefit of face-to-face interaction is vital. Recruitment processes should be even more robust and focussed on personality at least as much as ability. And regular check-ins and processes around ensuring personal requirements are considered and changes in circumstance kept up to date is key to ensuring everyone is working in harmony and without undue stress or misunderstanding.

Of course, ethical frameworks and practices don't need to be set in stone; they can and should change according to an organisation's evolution and the current socio-economic climate. So, training needs to be updated as circumstances change. In accordance, effective ethics training must be part of an ongoing campaign of learning that generates long-term engagement over time. One-off training programmes are rarely the most effective method of learning in 'normal' scenarios, so their suitability for employees working remotely amid a pandemic will likely be even less so.

Learning and consistently working by ethical practices isn't necessarily easy – you can't just be taught from theory and you certainly can't learn it all in a one-off classroom session. Teach ethics regularly and with practice scenarios that get individuals working with true-to-life examples of how to act accordingly in different situations.

Ensuring engagement for fragmented workforces

With the instant increase of forced remote working, more employees are and will continue to experience feelings of isolation. For ethical training to be effective in these scenarios – and for it to be a part of improving wellbeing and inclusivity – it should be more engaging and collaborative than ever; a lot more than tick boxes sent to individuals, it needs to be dynamic and refreshing.

Video presentations, interactive animations, the use of breakthrough and advancing technology such as VR and AR for experiential learning to encourage empathy, understanding and emotional connections – these are the methods and tools required to bridge the gap created by isolated working.

When global biopharmaceutical business AstraZeneca called for a Code of Ethics programme that would transcend physical and cultural barriers, Sponge created an award-winning programme of interactive digital learning that connects to everyday decision-making. To support maximum employee engagement across 60,000+ employees in over 100 countries, an innovatively learner-centric approach based on the latest learning theories and design principles was applied, with emotive storytelling, familiar characterisation and captivating video scenarios all part of the multifaceted integrated compliance campaign.

"Working in partnership with Sponge, the Code of Ethics training has not only been a successful programme in its own right but has contributed to our learning culture company-wide. I'm incredibly proud of what the team has achieved and continues to achieve."

Louise Vamvoukaki, AstraZeneca's Director of Sustainability, Education and Engagement

In terms of organisations' privacy and protection, compliance policies should be updated in-line with any new ways of working.[x] This should be followed up by presenting any changes promptly and efficiently to the workforce and taking measures to ensure everyone understands if and how the way they work needs to change.

Even if there are no significant changes to policies or ways of working, this dramatic global disruption provides a timely opportunity to remind employees of ethical practices, especially around privacy and security, such as how to handle company information correctly to ensure data security risks do not increase.

The main challenges of ethical best practice brought on by the 'new normal'

With changes, come challenges, which inevitably means current ethical guidelines need to be considered, with close attention paid to making sure they're being abided by through any transition and that they're still wholly suitable and relevant once the challenges have been overcome.

Working from home has been the front and centre example of how the pandemic is transforming the business landscape, with many questions around flexible working, micro-management and privacy beingly hotly debated.

"Conversations about privacy must be grounded in ethics and trust and should shift from "Are we compliant?" toward "Are we doing the right thing?" [xi]

'No business as usual: a case for data ethics and data governance in the age of coronavirus', Dr Anca C Yallop and Dr Omid Aliasghar

The remote working balancing act

Every organisation will have its particular levels of suitability around allowing their employees to work from home, but the main challenge is striking a balance – employees' wellbeing and productivity vs and the business's security and safety.

Most employees can request for flexible working, and on most grounds – and within reason – employers need to accept requests.[xii] `Ultimately, if an employee has proven they can work safely, securely and productively at home through the pandemic lockdown, there shouldn't be many reasons why they can't continue to do so during any less stringent guidelines.

"Implementing ethical remote workforce monitoring measures is a balancing act that must take into account questions of privacy, legality, consent, and fairness." [xiii]

'The Ethical Complexity of Remote Workforce Monitoring', Remote Desk by Verificient

Assessing your risk assessment policies and procedures should go hand-in-hand with increased requests for working from home, and the same goes for investigations and reporting. All of these processes are inevitably going to be more difficult, at least until they're embedded and more familiar, so getting on top of them and ensuring everyone in your organisation is on the same page before the winds of change blow even harder will save further difficulties down the line.[xiv]

Giving equal attention – and freedom – to the entire workforce

With workforces spread out rather than all gathered in an office, monitoring employees has become a lot more difficult and thus the related ethical dilemmas a lot more fragile.

Of course, monitoring is not just about productivity and compliance, it can be important for maintaining ethical working conditions such as fairness throughout all segments of the workforce.

"While what used to happen face-to-face is now happening via web conference, phone, and email, the same standards for professional, respectful behavior apply." [xv]

'Compliance in a Remote Work Environment', Charlie Voelker, Skillsoft

Some processes may not be illegal but could be considered as unethical, such as installing keylogging software on remote workers' computers or remote access software to carry out random check-ins. The question needs to be, is it necessary and is it a breach of privacy? It's surely one of the toughest balancing acts brought on by the event of remote working through forced isolation, so one that needs to be given much careful consideration. And what one pharmaceutical or banking organisation is implementing probably won't be the same for a business with less requirement for the most stringent of security and privacy measures.

While remote monitoring may be necessary to some degree, an ethical benchmark should be to ensure that remote workers are supervised to the same degree as onsite workers. At the other end of the spectrum, any degree of an 'out of sight, out of mind' approach should be avoided, especially for employees who require regular training and support to successfully and comfortably fulfil their duties.

How can good ethical practice be successfully maintained and communicated across fragmented workforces?

Any organisation that hasn't reviewed its ethical practices in line with the pandemic and increase in remote working is potentially behind the times, which means, more likely to be carrying unnecessary risk.

And regardless of the quality and comprehensiveness of ethical guidelines, now is as good a time as any to reflect and revise. Lacking in ethical values or too focussed on outdated rules? Use this global shift as an opportunity to start from scratch. Pretty assured in your values? Then make the task as small as possible by reviewing ethical best practice before the landscape changes again.

Bringing your ethical framework up to date is part of the challenge, but ensuring your good ethics are practised instinctively across newly fragmented workforces is the real battle.

Additional attention may need to be given to home-working employees, but only if it's necessary for security[xvi], productivity and their ability to adhere to and receive the benefit of the ethical compliances.

Wellbeing should be closely monitored, and remote employees should be as comfortable and supported in their home office[xvii] as much as they would be in-office. If they're being monitored for productivity and compliance, they can be checked in on regarding safety and welfare.

This includes home-working environments. Most businesses spend a lot of money and time considering how to make their workspaces as productive and compliant as possible. Most home environments won't naturally share the same levels of suitability. Employees should receive sufficient learning on how to set up a home office that's fit for use and suitable for the long-term, and if necessary, practical support should be provided.[xviii]

Predict rather than react

In order to successfully monitor employees and their wellbeing, as well as reviewing any recent developments brought on by the pandemic, looking out for further signs of change could prove the difference between managing comfortably or being adversely affected by unpredicted incidents. The more you can pre-empt change the easier adapting and implementing your ethical guidance will be.

With a more fragmented workforce comes higher security risks. Improving the robustness of your cybersecurity and data protection should be considered, but it's worth remembering, employees are often the first line of defence. Keeping them abreast of any changes, their responsibilities and the significance of their role as part of the resistance means you can more effectively shield from damage rather than having to pick up the pieces retrospectively.[xix]

In direct response to these uncertain times, Sponge created off-the-shelf elearning modules and themed content bundles to support businesses' migration to remote working models.

Released swiftly as the pandemic was taking hold, these resources consist of an array of tools and content, enabling businesses to provide their remote staff with the necessary skills, knowledge and coping strategies for working safely, securely and comfortably amid the new normal.[xx]

"Beyond getting up and running, we know that learning plays a critical role in business continuity in the longer-term. For example, maintaining company priorities, culture and values, from sustainability and ethics through to inclusivity and diversity is key to future-proofing. We continue to work with our clients to develop custom solutions."

Louise Pasterfield, Sponge's Managing Director

In addition to the off-the-shelf learning modules and bundles, which are fully customisable, this rapid response service also includes the option of 20-minute bespoke elearning modules that can be delivered in a two-week timeframe.

An increase in remote working may have necessitated more scrutiny and resources to offset extra security risks, but that doesn't have to equal an immense increase in expenditure. Where suitable, current practices and learning modules can be adapted or added to, and there are numerous resources available at little or no cost – many of which have been purposely designed for supporting businesses through lockdown and the pandemic.

In a bid to help organisations defend themselves against the sudden increase in cyberthreats posed to homeworkers, Sponge quickly mobilised its workforce to create free cybersecurity training.

This particular learning module delivers essential cyber-hygiene in three parts; how to protect yourself against phishing attacks related to COVID-19, an explanation of hacking with cyber-hygiene tips for connecting safely online while working from home, and essential facts about password security.[xxi]

"We were approached by a global IT security team to make essential updates to their existing training to address potential threats associated with the Coronavirus outbreak. It inspired us to work on a learning module that we could quickly make available to everyone – individuals and employees – for free."

Michelle Roodt, Sponge's Learning Experience Director and creator of the new learning module

Leader support – and support for leaders

Communication and shared responsibility is key for achieving cohesion across fragmented workforces. If delivering ethical training has been the sole responsibility of HR, that model will likely be insufficient and impractical for a workforce spread across the land – if it wasn't already.

4%
L & D

0%
Compliance

11%
HR

85%
Leadership

What we asked: **Who do you feel is most responsible for training and guiding a company's ethical behaviours?**

The overwhelming answer: **The leadership team.**
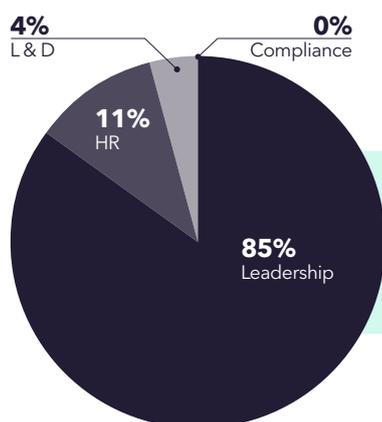
Of all respondents, 85 per cent thought that their leadership team was responsible for promoting ethical behaviour.

For ethical practices to be successfully implemented and understood, learning needs to come from leaders – leaders that have direct contact and established relationships with employees and are clear on and true to their organisation's ethical principles.

As acting ethically is complex and can't be boiled down to a list of dos and don'ts, people naturally gravitate towards role models for examples on how to act in different situations. This more holistic approach to learning is crucial for embedding ethics properly within an organisation.

But to achieve this, a collective effort is crucial. For leaders to have a strong understanding and appreciation of their team members and the ethics they're teaching them, they need be given enough time, resources and support for delivering ethical training that is appropriate and engaging.

"While ethical messages should flow from the top, direct managers are the gatekeepers of ethics at your organization. Direct managers should frequently refer to core values to emphasize how they should be practiced in a remote work environment." [xxii]

'3 Ways to Create a Culture of Ethics Remotely', HRCI

0%
Peer pressure

12%
Time pressure

23%
Lack of information

65%
Unethical leadership
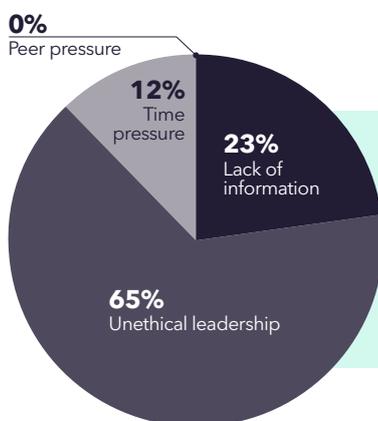
Much responsibility for ethical guidance may need to come from team leaders, but if those team leaders aren't supported – and also given the necessary guidance – the effects can be damning.

We asked: **What drives your ethical dilemmas? Think of the last time you faced one at work. What triggered the dilemma for you?**

The answer: **Unethical leadership is by far the biggest cause of ethical dilemmas at work.**

More than 6 in 10 said that unethical leadership was the cause of the last ethical issue they faced in the workplace.

When your superiors cut corners or otherwise act in ways that conflict with the organisation's ethics, it can be a lot harder to choose the right course of action than when facing time or peer pressure, or dealing with a lack of information, mainly due to fear of repercussions.

If leaders are expected to be ethical role models for their teams, they need to be given the necessary learning and supervision too. Even then, a culture where employees feel safe to speak up is an essential aspect of ensuring good ethical practice is promoted, especially in the 'new normal'. With the obvious geographical divide that comes with remote working comes a communication disconnect – individuals might feel they just have to accept unethical behaviour from their manager or leader for instance, especially if the usual channels to voice concerns have been shut off. Making sure everybody is aware of their

ethical duties – from the top down – is vital, so that bringing up complaints, in the workplace or online environment, is a practice that is supported, not stigmatised.

For everyone to be able to relate to and appreciate the significance of ethical practices – no matter how far spread teams may be – it's shared understanding and values, and agreed ways of working for the greater good, that will best bridge the gaps formed by cataclysmic upheaval.

Summary

There is an increasing appreciation of ethical training and guidance as a key strategy for compliance, but this is not equalling action in many organisations – at least, enough action for the ethical principles to be embedded properly, fully understood and taken on board.

Every respondent in our survey either feels the ethics training they receive is only slightly applicable in their day-to-day work or not applicable at all.

And the majority of survey respondents noticed that people in their organisations aren't familiar with their code of ethics.

Ethical training needs to be clear, current, and relative to the business, the employees and their roles.

Many organisations would benefit from starting to teach their ethical codes earlier in the employment journey. Only 2 in 10 learn about their new company's code of ethics during the recruitment process. Introducing it sooner and making it a key part of how you present and promote your organisation would give it more value and significance.

As well as introducing ethical best practice early in employees' journeys, revisiting and relearning the codes and practises will help to keep them embedded and abided by.

If HR and hiring managers introduce an organisation's ethical learnings, it's then up to team leaders and supervisors to ensure they're continually relevant and understood.

And the learning process needs to flow both ways – leaders should be able to feed back to superiors on how programmes could be best designed to suit employees' sensibilities and styles, and they should be given the support to ensure they have the space and resources to achieve such understanding.

When it comes to teaching your ethical standards across fragmented workforces, the dials need to be turned up – especially through collaboration and dynamic learning methods.

Where there's less in-person contact due to remote working, increase the number of virtual meetings. To keep engagement and wellbeing levels up, use teaching methods and media that will inspire and captivate the learners. And keep communication channels open – invite feedback, participation, constructive criticism, and any other form of interaction that will decrease feelings of isolation and cultivate feelings of worth, trust and inclusivity.

These methods increase the likelihood of your ethical practices being successfully implemented and carried out, and if you keep in mind the old adage of 'practice what you preach' – give your employees as much care, consideration and attention as you do your customers when trying to 'get them on board', the whole process becomes a lot more agreeable and effortless.

i   https://www.ethics.org/resources/free-toolkit/ethics-timeline/

ii   https://wearesponge.com/insights/2019/05/8-ways-to-refocus-compliance-training-from-rules-to-ethics

iii   https://globalethicsday.org/global-ethics-day-2020/

iv   https://wearesponge.com/insights/2020/10/global-ethics-day-survey

v   https://wearesponge.com/insights/2015/04/roy-snell-on-the-good-and-the-bad-in-compliance-training

vi   https://myva360.com/blog/the-ugly-truth-about-unethical-business-practices-2020

vii   https://www.theguardian.com/business/2019/dec/01/volkswagen-emissions-scandal-class-action-begins-in-uk

viii   https://uk.reuters.com/article/us-global-banking-fincen-stocks/global-banks-seek-to-contain-damage-over-2-trillion-of-suspicious-transfers-idUSKCN26C05I

ix   https://www.accenture.com/gb-en/insights/consumer-goods-services/coronavirus-consumer-trends-impacting-cpgs

x   https://www.perkinscoie.com/en/news-insights/maintaining-an-effective-compliance-program-when-working-remotely.html

xi   https://www.emerald.com/insight/content/doi/10.1108/OIR-06-2020-0257/full/html#sec005

xii   https://wearesponge.com/insights/2020/09/flexible-working-requests-7-top-tips-for-employers

xiii   https://www.remotedesk.com/blog/article/the-ethical-complexity-of-remote-workforce-monitoring

xiv   https://ethicsinsight.co/ethics-compliance-remote-working/

xv   https://www.skillsoft.com/blog/2020/04/compliance-in-a-remote-work-environment

xvi   https://www.nytimes.com/2020/05/06/technology/employee-monitoring-work-from-home-virus.html

xvii   https://wearesponge.com/remote-learning/blog/5-practical-steps-to-get-home-workers-up-and-running

xviii https://www.forbes.com/sites/laurelfarrer/2020/02/04/are-your-remote-workers-compliant/#791b44a56edf

xix   https://wearesponge.com/remote-learning/blog/5-practical-steps-to-get-home-workers-up-and-running

xx   https://wearesponge.com/remote-learning/news/news_1

xxi   https://wearesponge.com/insights/2020/03/stay-cybersafe-during-the-coronavirus-outbreak-with-free-online-learning-from-sponge

xxii   https://www.hrci.org/community/blogs-and-announcements/hr-leads-business-blog/hr-leads-business/2020/06/17/3-ways-to-create-a-culture-of-ethics-remotely

About Sponge

Sponge creates pioneering learning that empowers employees to perform better at work so organisations stay ahead of the game.

We apply human-centered design approaches to solve the thorniest performance challenges faced by a global workforce.

By combining the science of learning, powerful creativity and deep technical expertise, we build solutions for better retention, better recall and better transfer. Our approach drives real business outcomes improving growth, efficiency and risk mitigation.

External Learning Solution of the Year - 2020

Company of the Year – 2018

Learning Provider of the Year - 2019

Learning Developer of the Year - 2019

Best Advance in Compliance - 2019

Learning Designer of the Year - 2019

Best Commercial Programme - 2019

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