



TOPICS COVERED

// *Training & Communication*

In addition to a multitude of training options, our leadership has put in place routine practices to ensure ethical conduct is top of mind in every single discussion that takes place within the company.

With an approach to making compliance training simple yet multifaceted and addressing many different job functions and learning styles, we are working to ensure every new employee completes onboarding training within thirty to sixty days of hire and current employees receive regular refresher trainings to ensure proper knowledge of our expected standards of behavior.

Our Compliance Toolkit (located on our internal Compliance & Ethics Center website) includes information in eight languages and nine subject matter areas, including government interaction, conflicts of interest, antitrust anti-corruption and our Code of Business Conduct. Each section contains links to FAQs, case scenarios, Quick Reference Guides and links to full company policies and other resources.

For employees more comfortable with video learning, we have a variety of compliance videos on subject matter specific risks; for example, in some jurisdictions, it is more important to understand exactly what it means to receive a bribe versus offering one. We've also rolled out a Compliance Awareness poster series. Each quarter a new series of posters are displayed focusing on a particular compliance issue. This allows us to keep content fresh while providing continual awareness of our policies and procedures. A recent installment addressed gift-giving season and covered the steps to properly adhering to the company's gifts and hospitality policy.

Our internal corporate training tool, *BergerLEARN*, effectively uses online means to buttress our regular direct in-person and Skype training. Our team also routinely engages in town hall meetings and works from site to site in on the ground real time sessions. As part of our process, we ask participants to complete beforehand an anonymous survey addressing their specific concerns and questions. This provides a platform for the discussion and the chance for us to troubleshoot about why and how specific issues have arisen.

MOMENTS ADD UP

Nichole Pitts on Building a Culture One Meeting at a Time

Written by Nichole Pitts

Managing hundreds of large-scale infrastructure projects around the world—many of them in economically and politically sensitive countries—presents many challenges to Louis Berger International. One of these is my chief responsibility: our articulated priority ensuring that workers who come together for short missions of only a year or two absorb the same messages about ethics and compliance as those who are installed in a long term capacity.

At the opening of each meeting—large or small, headquarters or not— at our company, we talk about how we manage compliance and safety issues on a daily basis.

That said, to engage staff we endeavor to make training relevant and entertaining through innovative programs including gamification. When I serve as an in-person trainer, I frequently draw upon the competitive instincts of our team members by breaking them into teams and using props like game buzzers to help drive home the message of compliance.

One of the company's programs of which I am most proud is that of Compliance Champions, which designates liaisons from different geographic regions on specific projects and in field offices around the world. For an organization as far flung as Louis Berger International, having eyes and ears on the ground within our company to raise concerns and reiterate our compliance message is invaluable.

This program is particularly important for regions with low digital connectivity and has developed with a strong force of volunteer employees. Members of the corporate compliance team communicate informally at least once a month and formally every quarter with our Champions,

sharing emerging issues and best practices. Through all of these outreach practices, our compliance team aims to saturate our workforce with practical advice on how to deal with things flying at them all day long.

But perhaps the most widespread and influential effort has come from an idea the President of Louis Berger International, Thomas Topolski, has chosen to promote. We call these *meeting moments*. At the opening of each meeting large or small, headquarters or not at our company, we talk about how we manage compliance and safety issues on a daily basis. These range from issues in the news and popular culture to personal experiences in the field that have made for obstacles to overcome.

While this may have started out as awkward and a seeming departure from the business at hand, thanks to our leadership's commitment it's turned out to be a rich source of discussion. Our Office of Compliance and Ethics and our Office of Safety generate and distribute topics on a monthly basis with suggestions for each week of the month to help employees prepare for their own meeting moment.

At the core of everything our company does is the promise to provide solutions that have a positive impact on society by focusing on client needs to deliver quality, safe, financially successful projects with integrity. The compliance function is critical to that mission and we make efforts every day to ensure it is carried out.

Facts & Figures

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Percentage of executives who expect to increase or significantly increase the use of contingent workers in the next three to five years: **42**

Source: Global Human Capital Trends Report 2016, Deloitte

Author Biography

Nichole Pitts is the Vice President and Compliance and Ethics Officer at Louis Berger International. She holds a doctorate of jurisprudence (JD) from Indiana University School of Law and a Bachelor's degree in history from Indiana University. Ms. Pitts is based in Paris, France.

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