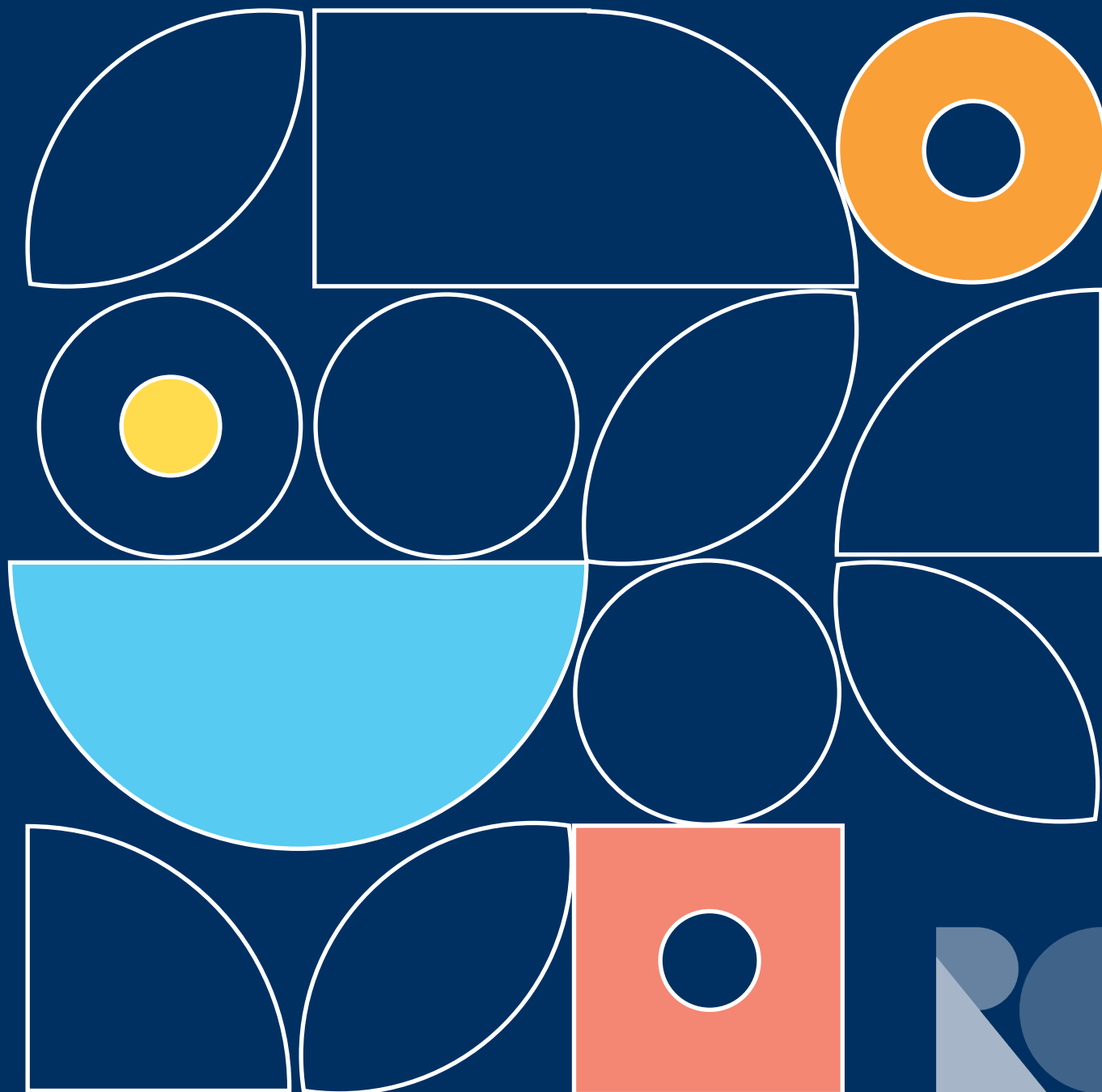


COMPLIANCE & ETHICS BENCHMARKING STUDY:

Training & Communications



Rethink
Compliance

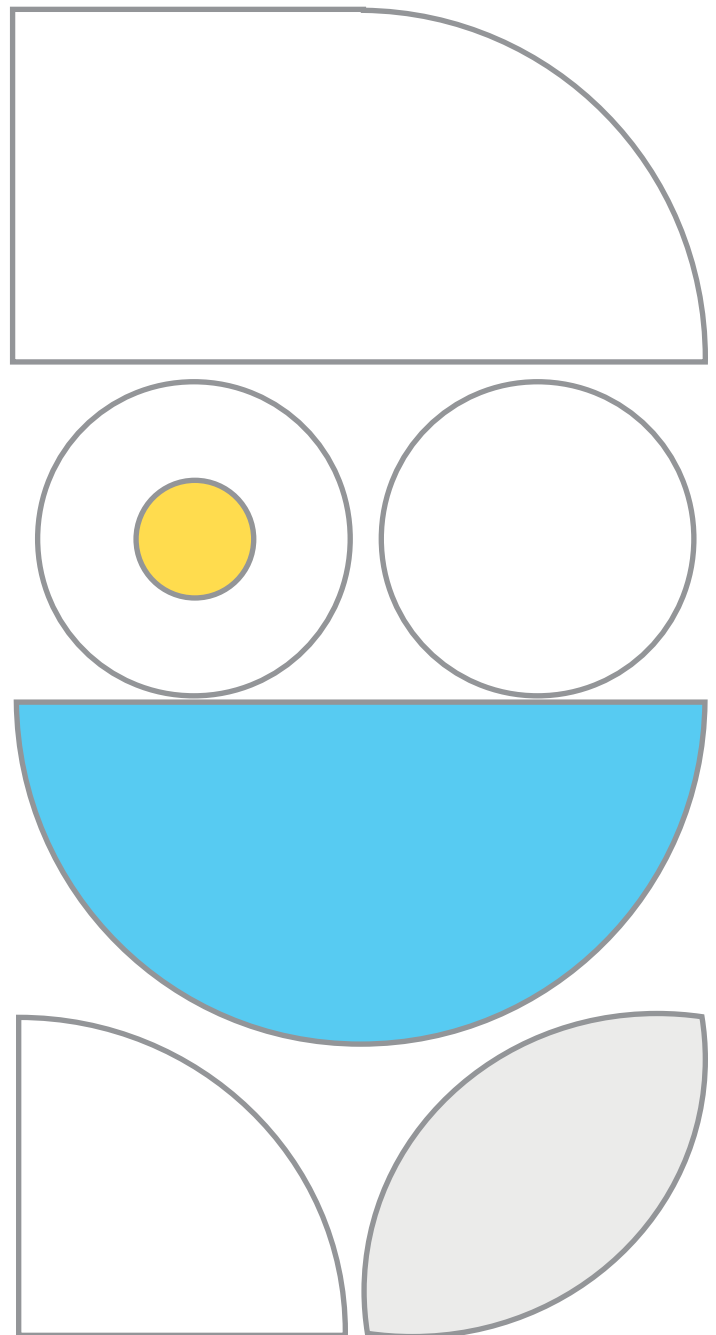
Introduction

Rethink Compliance LLC (Rethink) is committed to driving meaningful change — for our clients and in our industry. Every day, we interact with equally dedicated Ethics & Compliance (E&C) practitioners and consistently hear about the value of benchmarking and the crucial role it plays in our industry.

The primary goals for this Training and Communications Benchmarking study are to:

- Identify current trends, tools, and leading practices in E&C training programs;
- Leverage these insights to better serve our clients' evolving needs; and
- Inform the E&C community at large.

We are grateful to the more than 200 respondents who participated in this survey. Their contributions helped make this a robust and meaningful report for the E&C field. We hope you find it useful for evaluating and enhancing your own program.



Overview

This report marks Rethink's fourth Benchmarking Study — and our second specifically focused on E&C training and communications.

We revisited this topic in 2025 because we know that, over time, things evolve. With an understanding that organizational priorities, budgets, and industry trends shift constantly, we wanted to explore what has changed in E&C training and what has stayed the same since our 2021 study.

Building on our previous work, we retained select questions from our 2021 survey to allow for year-over-year data analysis. Our goal for this report is to identify potential shifts and industry trends by comparing the data and insights from both reports.

We also introduced new questions, answer choices, and topics to reflect the evolving E&C landscape. We inquired about training governance, and we updated questions addressing training tools and the increasing importance of data analytics.

This year's survey included 29 questions exploring key aspects of E&C training, including:

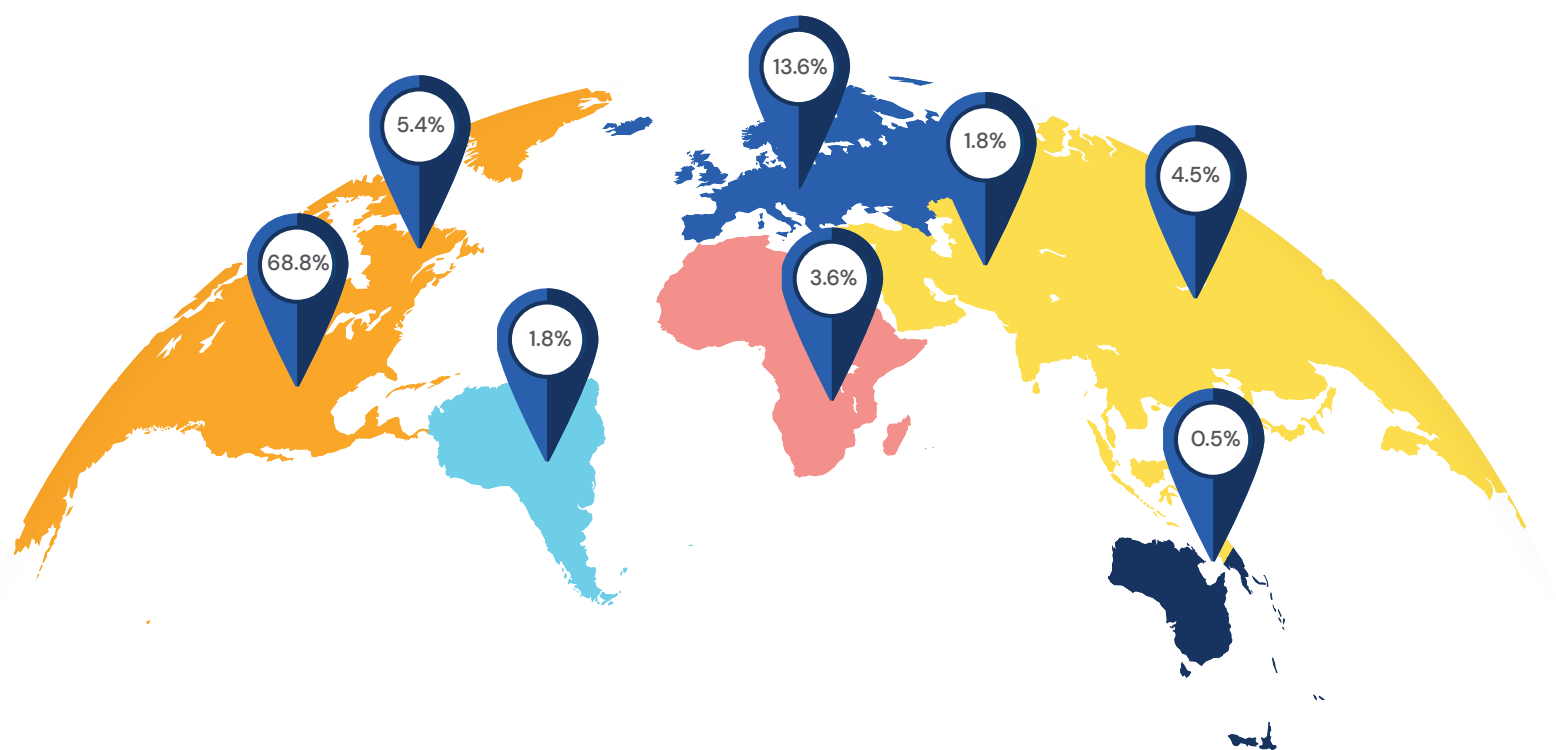
- Target audiences for E&C training
- Time allocated for E&C training
- Various training formats
- The use of data analytics
- Training governance
- Training development processes and vendor partnerships

Similar to our 2021 survey, our respondent pool represented a wide range of organizations across industries with annual revenue ranging from under \$500 million to over \$15 billion. Their organizations ranged from large employers (over 50,000 people) to smaller employers (fewer than 1,000 employees). The majority of respondents work at organizations headquartered in the United States, with some from organizations headquartered elsewhere, including Europe and other parts of North America.

Respondents represented over 20 different industries, including:

- Healthcare Providers
- Technology and Software
- Energy and Utilities
- Industrial Manufacturing
- Business and Professional Services

There was a notable increase in participation in this year's survey, with nearly 225 respondents in 2025, as compared to 125 in 2021. We were pleased with the wide range of respondents, and their distinct backgrounds allowed us to analyze the survey results in several ways.



▶ **HEADQUARTERS** — Our respondents are global. More than 30% of responding organizations are headquartered outside of North America.

220+ PARTICIPANTS

E&C professionals from a wide variety of organizations and industries participated in the survey.

<\$500M–\$15B+

Survey respondents represent organizations with annual revenues under \$500 million (about 24%) to over \$15 billion (about 16%).

<1000
employees

23%



>25,000
employees

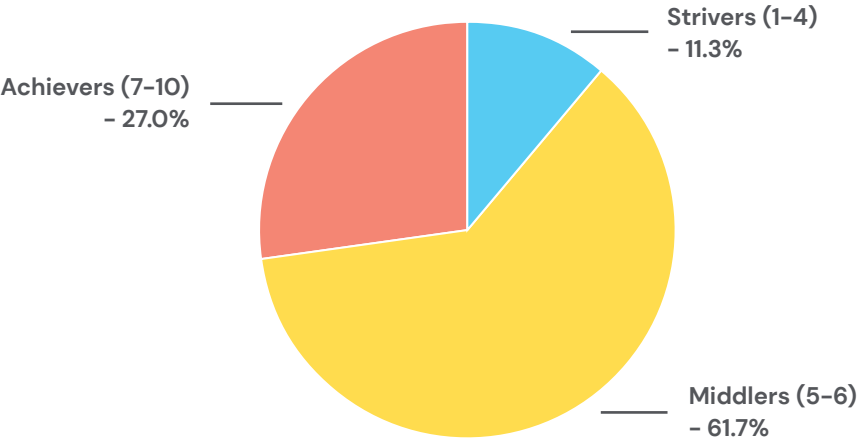
25%

Small organizations (under 1,000 employees) made up almost a quarter of responses. Larger organizations (over 25,000 employees) represented another quarter of responses.

Taking a pulse on training effectiveness

At the outset of our survey, we asked participants to rate the effectiveness of their E&C training on a scale of 1-10 (where “1” is the least effective, and “10” is the most effective). Consistent with our 2021 report, we categorized respondents based on their ratings:

Overall, how would you rate the effectiveness of your E&C training?



Strivers ranked the effectiveness of their E&C training 1-4, making up 11% of respondents

Midders ranked the effectiveness of their E&C training 5-7, making up 62% of respondents

Achievers ranked the effectiveness of their E&C training 8-10, making up 27% of respondents

Throughout the report, we sometimes use these designations when evaluating the data.

E&C Training Participation

WHO RECEIVES E&C TRAINING?

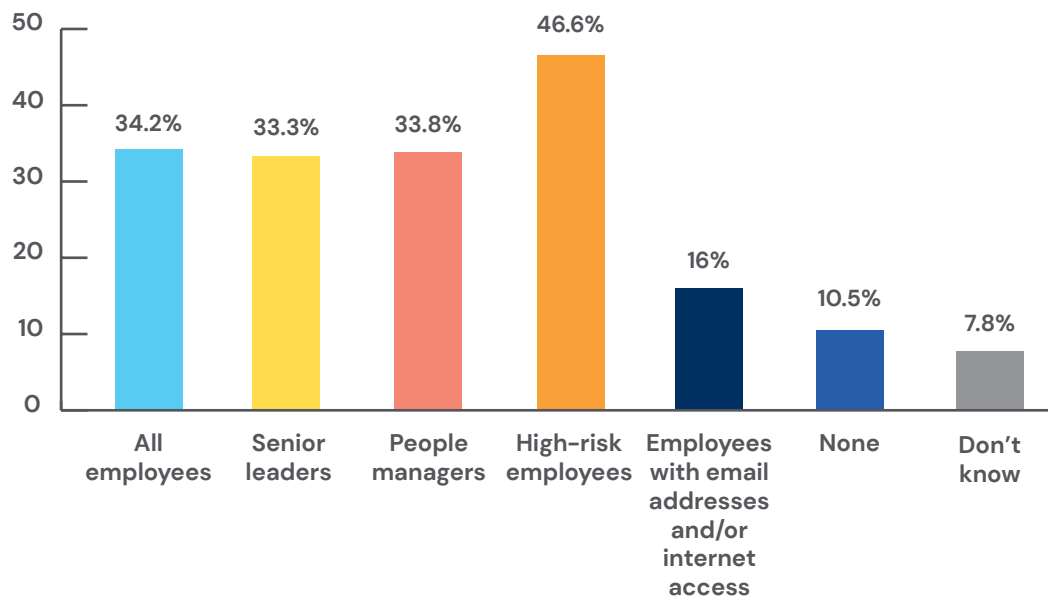
So, who are we training? In both our 2025 and 2021 surveys, we asked respondents which employee groups receive training on their E&C responsibilities and behavioral expectations — and, consistent with our previous findings, **the vast majority of respondents reported that their organizations provide E&C training to all of their employees.** In 2025, 83% of respondents indicated all of their employees receive E&C training compared to 85% in 2021.

We recognize that there may be some practical limitations to providing and tracking training for every employee. This is especially true for employees who don’t regularly use computers, or in organizations with limited or multiple HR systems. Practical challenges like these may explain why **15% of respondents reported only providing training to a subset of employees.** These results align closely with our 2021 data.

WHO RECEIVES RISK-SPECIFIC E&C TRAINING?

We also asked respondents whether they provide **risk-specific E&C training**, targeting employees based on their unique risk profiles — and, if so, to whom. Nearly 47% of respondents providing risk-specific training indicated that **high-risk employees** receive training specific to their risk profile (as compared to 46% in 2021).

Which employees at your organization receive E&C training that is specific to their risk profiles?



Notably, but not surprisingly, a much larger percentage of **Strivers (20%)** than **Achievers (5%)** do not provide any risk-specific training.

This contrast emphasizes a key characteristic of effective E&C programs: implementing risk-specific training. Achievers (who, by their own assessment, have more effective programs) prioritize delivering relevant training to employees. This approach recognizes that learners are more likely to engage with — and retain — information that directly applies to their responsibilities. It also reflects regulatory and enforcement agency expectations, as evidenced in various guidance over the past several years.

Organizations can make the most of their training by focusing on what employees need to know, based on their risk exposure, and providing them with content that is both relevant and practical. At Rethink, we believe that employees who receive training that is engaging — and tailored to their needs and concerns — will have a more positive impression of the E&C program overall.

WHY DON'T EMPLOYEES RECEIVE RISK-SPECIFIC E&C TRAINING?

Of the respondents who indicated that they do not provide risk-specific training to employees, we asked: why not?

The most frequently cited reason was **"System and data limitations" (36%)**, although this represents a decrease from 43% in our 2021 survey. The second most common reason was **"Too time consuming" (27%)**, which notably increased from 14% in 2021. Interestingly, the response **"No E&C or L&D group to manage it" (18%)** saw a decrease from our previous survey (29%), suggesting a positive trend towards greater resources being devoted to training. These decreases in system and data limitations and lack of resources are hopeful trends, suggesting E&C teams are either receiving more of the assistance they need or becoming more proficient at using available systems and data.

Organizations looking to incorporate risk-specific training can consider several approaches:

- Provide managers with tailored training materials and support. This can be a good first step, empowering managers to address risks relevant to their teams.
- Have E&C representatives speak at significant meetings, delivering key risk-specific messages and increasing the visibility and approachability of the E&C department. This can be an effective way to address specific content, as well as foster a more open environment for questions and concerns.
- Leverage technology by developing online training modules that branch based on an employee's role or department. This can help deliver directly relevant content to employees, based on their specific risk profiles.

WHAT ABOUT TRAINING THE BOARD?

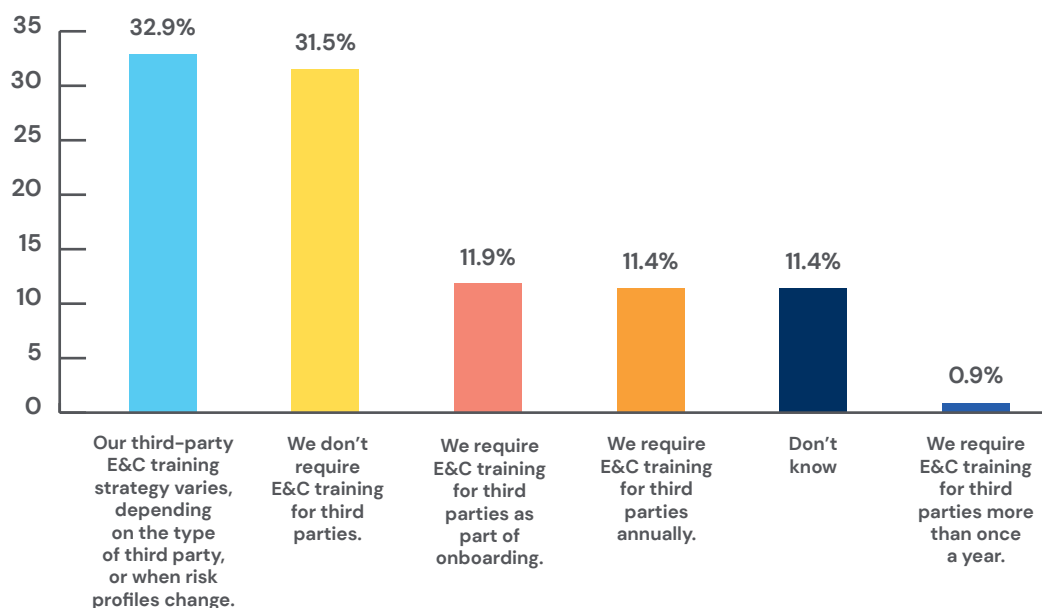
We also asked respondents whether and how their organizations provide E&C training to their boards of directors or other governing authorities. This year's responses show that more organizations are providing E&C training to their boards and other governing bodies in 2025 than in 2021. The percentage of respondents indicating that they **do not train their board decreased significantly, from 35% in 2021 to 20% in 2025**, illustrating this positive trend.

ARE WE TRAINING THIRD PARTIES?

It's encouraging to see that organizations are increasingly providing E&C training to third parties, recognizing the significant risk these relationships can pose. **Our survey data shows that 56% of respondents provide some type of training to third parties**, compared to only 37% in our prior survey.

We also explored how organizations provide E&C training to their third parties. The most common approach, reported by 33% of respondents, is a **variable strategy, where training depends on the type of third party or changes based on risk profiles**.

Which of the following best describes your third-party E&C training strategy?



This flexible approach makes sense, given the different types — and amount — of risk third parties pose. We also recognize that some organizations with limited budgets may need to adopt a more standardized, one-size-fits-all approach. This budgetary constraint could help explain the other popular responses, which included training third parties on a set schedule (either annually or during onboarding).

To identify potential differences across industries, we analyzed this data based on whether organizations operated in highly regulated or less-highly regulated industries.

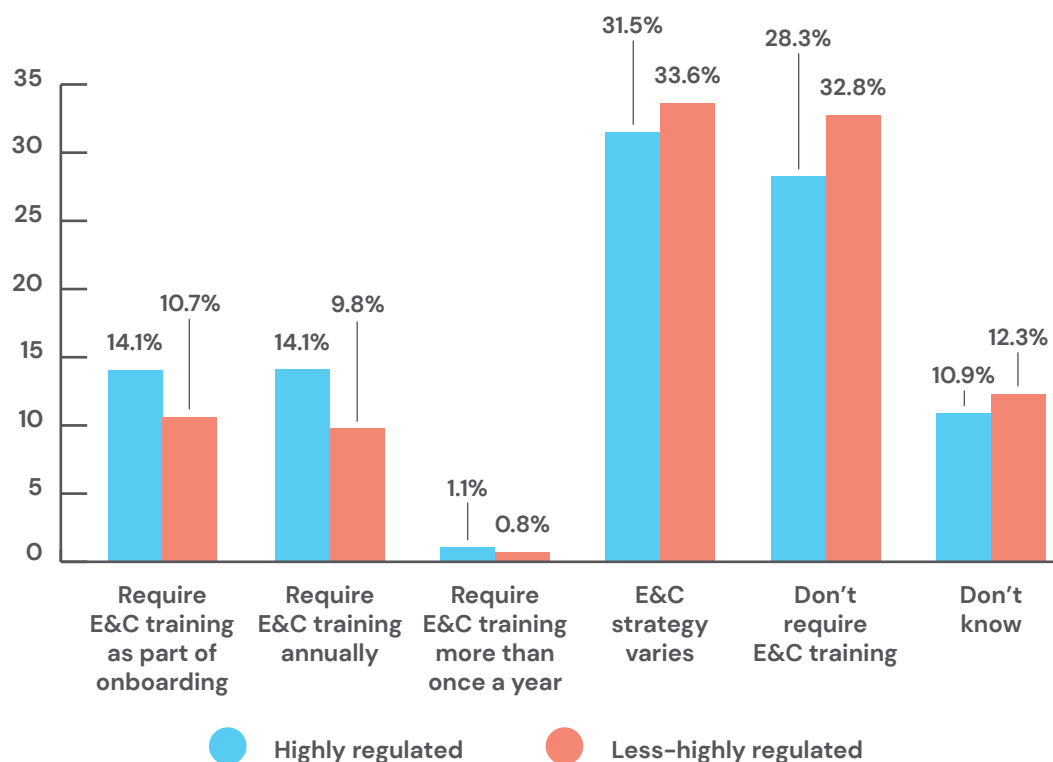
For the purpose of our analysis, highly regulated industries include:

- Aerospace and Defense
- Banking and Financial Services
- Energy and Utilities
- Healthcare Payers and Providers
- Insurance
- Medical Device
- Pharmaceuticals and Biotechnology

Our analysis indicates that **highly regulated organizations conduct more frequent E&C training for their third parties**, with a higher percentage of respondents requiring training annually or more than once a year.

On the other hand, **less-highly regulated organizations exhibit more variability in their third-party training requirements**. Respondents from these organizations were more likely to report either not requiring third-party training or training requirements that vary depending on the specific type of third party involved.

Which of the following best describes your third-party E&C training strategy?



HOW ARE WE TRAINING NEW EMPLOYEES?

Setting the tone for ethical behavior starts on day one. Providing information and training on the organization's E&C expectations as soon as possible after new employees arrive helps to set a meaningful foundation for ethical behavior. We asked about the timing of E&C training for new hires, and the most frequent response was **during onboarding (67%)**, followed by within the first 6 months (28%). These findings are consistent with our 2021 survey and show that most organizations have implemented this important practice.

HOW MUCH TRAINING ARE EMPLOYEES RECEIVING?

Beyond who receives E&C training, we also asked the crucial question of how much time organizations dedicate to E&C training. We asked respondents about the amount of time employees spend annually on E&C training, and most organizations reported providing **two or fewer hours of E&C training per employee each year**.

In our previous report, we analyzed these training hours by looking at industry regulation levels. Interestingly, this year we observed a **decrease in the length of E&C training courses in highly regulated industries**, despite the increased pressure these industries face to provide training. This suggests that **more training time doesn't automatically translate to greater effectiveness; in many cases, less can indeed be more impactful**.

Beyond effectiveness, inefficient training carries substantial costs for businesses. Time employees spend away from their core responsibilities at work represents a significant investment for organizations. As such, it is in the business's best interest to create training that is concise and targeted. This is critical to maximize employee retention, minimize operational disruptions, and ultimately create a positive return on the organization's E&C investment.

Anecdotally, we also have seen an increased interest in microlearning and short-form content from our Rethink clients over the past decade — many of whom have seen the value of incorporating short, but powerful, messaging into their E&C communications throughout the year to impart information in just a few added minutes of employees' time.

E&C Training Formats

WHO PROVIDES ONLINE TRAINING — AND WHO DOESN'T?

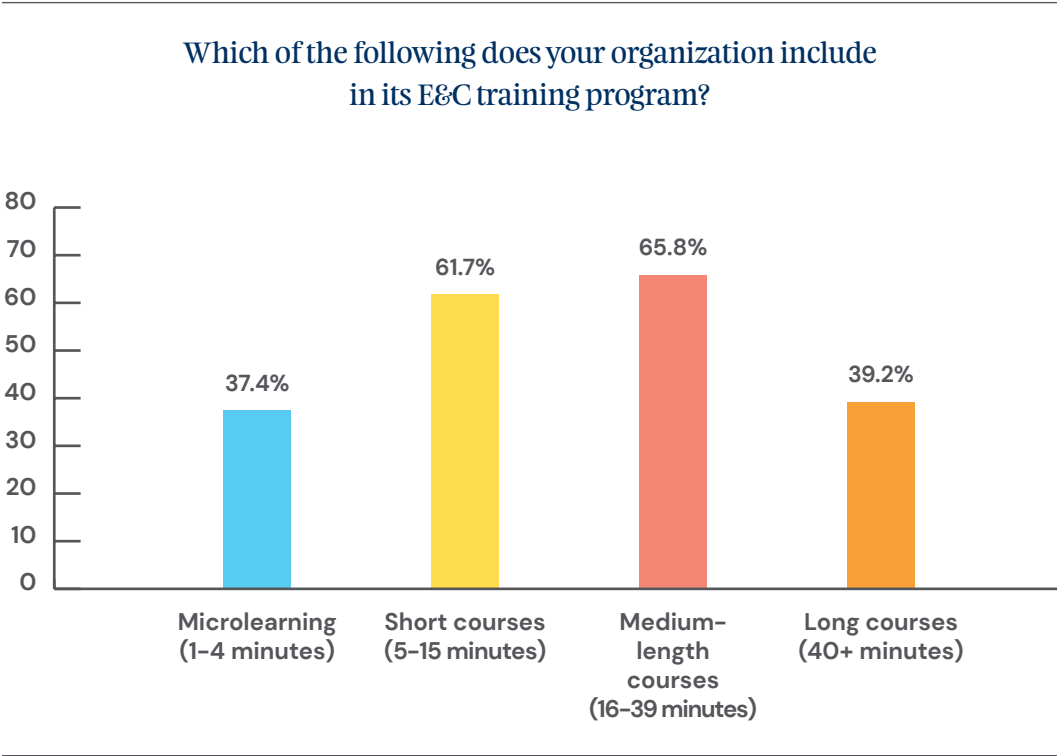
As in 2021, we asked about the balance between self-paced/online and live (webinar or in-person) training methods. This year's results were fairly consistent with 2021, but with an increase in the combined use of "mostly online/self-paced" and "predominantly online with some live training" (82% in 2025 compared to 72% in 2021).

Analyzing this data across our three effectiveness groups (Strivers, Middlers, and Achievers) revealed that **Strivers utilize live training more frequently** (predominantly or mostly live, 20%) compared to Middlers (4.5%) and Achievers (2.4%). This certainly seems to suggest a lack of budget or support for online training within the Strivers group.

At Rethink, we believe wholeheartedly that the most efficient and effective E&C training programs include both online and live training. There is a time, place, and purpose for both. We also believe that relying on predominantly or mostly live training is shortsighted by Strivers — or, more likely, by the folks setting Strivers' budgets. Here's why: Although online training represents an external expense, live training is typically more time intensive for both the presenter and, more importantly, the learner. Ultimately, live training usually requires more time and resources across the organization. It's also prone to inconsistencies and is just not scalable.

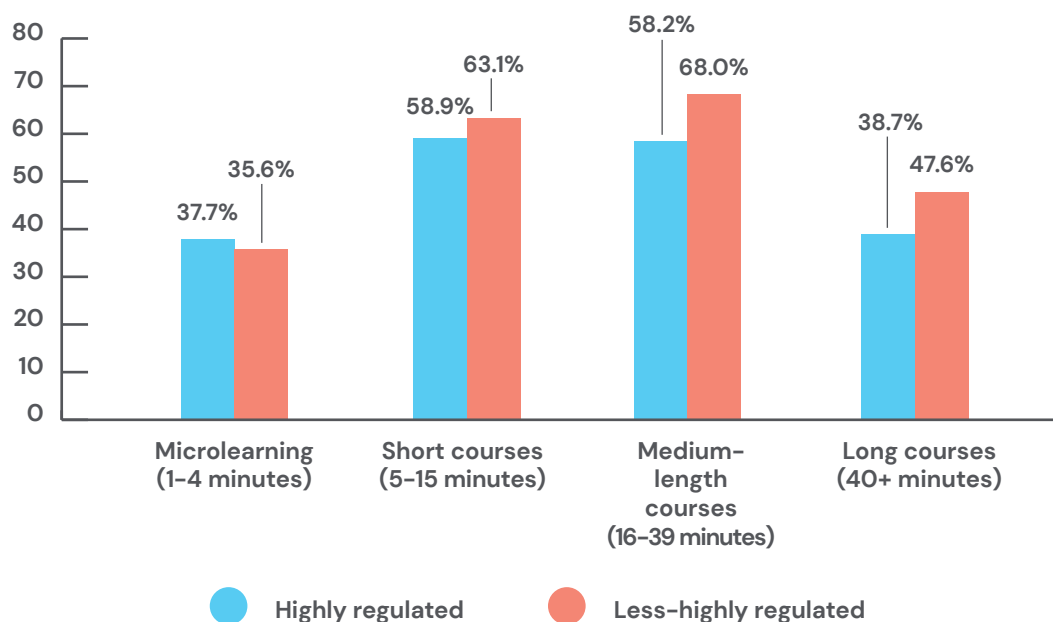
HOW LONG SHOULD YOUR E&C TRAINING BE?

At Rethink, we recognize that when it comes to training, longer isn't always better. In fact, **shorter, more focused training can often be more effective**. Skipping excessive detail and, instead, focusing on motivating and educating on proper behaviors, helps learners to home in on the details they need to know. Guiding employees on how to seek advice encourages them to seek further information when needed. Using relatable examples and incorporating questions encourages active processing of your materials. In our fast-paced world, we've found that limiting E&C training using this formula generally yields the best results.



Our survey data supports this view. Consistent with our previous findings, the most popular length for E&C courses falls between 5 and 40 minutes.

Which of the following does your organization include
in its E&C training program?



Differences in course length become particularly interesting when comparing highly regulated and less-highly regulated industries. Our data reveals that **organizations in highly regulated sectors are less likely to use longer training courses (40 minutes or more).**

Given the sheer volume of E&C-related regulations these industries face, there is greater pressure to use training time efficiently. This data may also suggest a growing recognition among practitioners that longer training may not necessarily translate to improved effectiveness or outcomes.

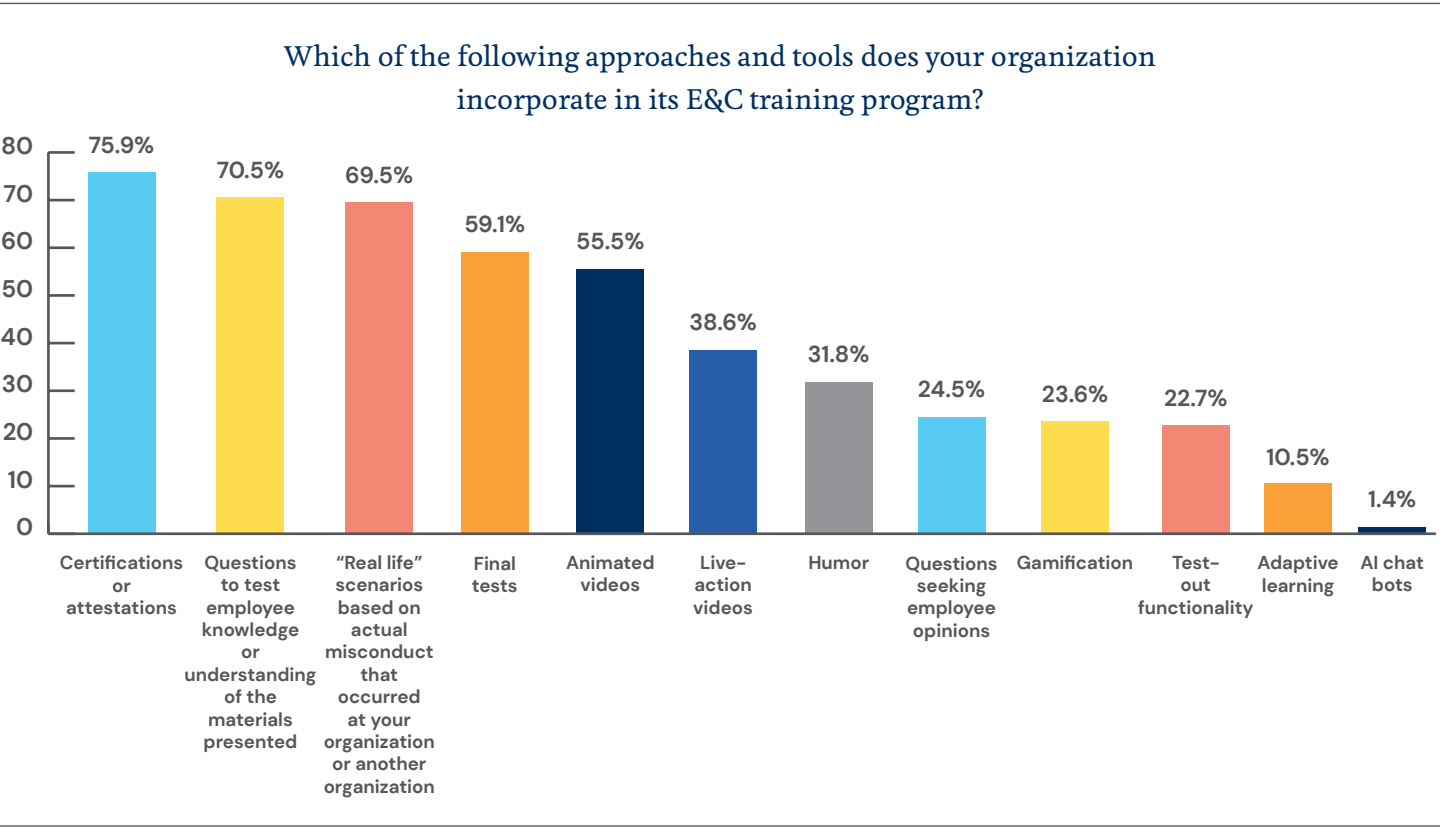
Next, we looked at our Achievers, Middlers, and Strivers, and we found that all three groups utilize short, medium, and long training at similar rates. However, **Middlers and Achievers show a greater adoption of microlearning.** While only 24% of Strivers utilize microlearning, this figure jumps to 38% for Middlers and 42% for Achievers. This suggests that the more effective programs (Middlers and Achievers) have the budget for — and are leveraging the benefits of — quick reminders, which are typically online and have been shown to significantly improve retention of previously learned material.

WHY MIGHT ORGANIZATIONS BE RELUCTANT TO USE SHORTER TRAINING FORMATS?

Finally, we asked of respondents who do not utilize short-form training (either microlearning or short courses), why not? The most common responses were: **Focus on more comprehensive training methods** (42.5%), Lack of understanding or awareness of the benefits of microlearning and short courses (34.2%), Limited budget (31.5%), and Lack of internal expertise to develop (30%). Given that organizations in highly regulated industries and organizations rating the effectiveness of their programs as high (Achievers) seem to be finding success with shorter formats, organizations that haven't yet embraced short-form training would likely benefit from reconsidering their approach.

WHAT TOOLS AND APPROACHES SHOULD WE EXPLORE?

Our survey considered the **various approaches and tools** organizations integrate into their E&C training programs.



Given regulators' and enforcement agencies' emphasis on incorporating real-life examples into E&C training, we are pleased to see that the **use of real-life scenarios has increased** since our 2021 survey. The adoption of real-life scenarios varies: 77% of Achievers incorporate them in their training, compared to 69% of Middlers and only 52% of Strivers. Notably, organizations in **highly regulated industries also reported using real-life examples** in their training at a slightly higher percentage (78%) than those in less-highly regulated industries (73%). At Rethink, we believe that including real-life scenarios — whether culled from reports within the organization or from publicly available information about incidents at other organizations — is an effective way to engage learners and make training resonate.

The embedding of questions in E&C training to gather employee opinions has also increased. **Achievers lead the way in seeking this feedback**, which we consider a valuable method to gauge effectiveness.

We also noted an increase in the use of test-out functionality, rising from 11% in 2021 to 23% in 2025. While test out is gaining momentum in the E&C space, this data suggests that **test out is still not a widely used practice**.

Most organizations continue to use enterprise-wide Learning Management Systems (LMS) for all training needs (62%), consistent with the 63.3% reported in our previous study.

SHOULD WE CONSIDER THE USE OF MOBILE DEVICES IN E&C TRAINING?

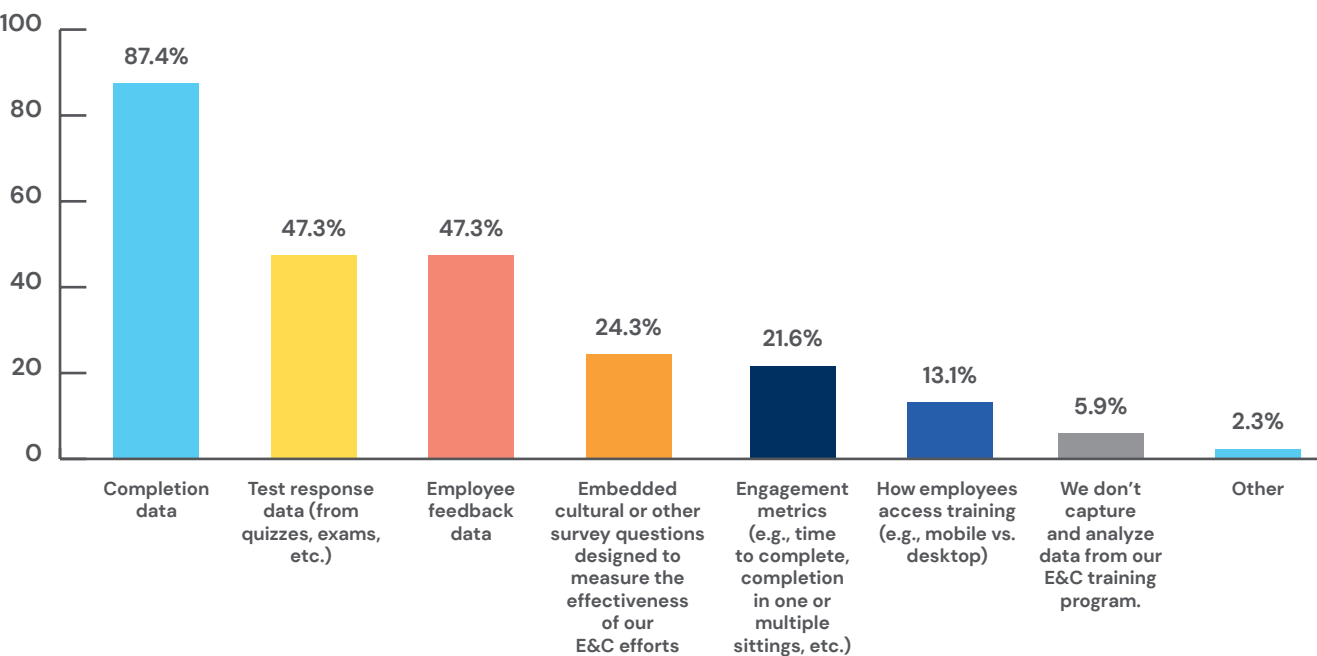
In today's digital world, people consume more and more information on mobile devices. With that in mind, we asked whether respondents incorporate responsive design in their E&C training to allow training to adapt seamlessly to various screen sizes and devices (i.e., device agnostic or mobile compatible.) **Over half the respondents (53%) confirmed the use of responsive design** in their E&C training, while 20% indicated they did not. Interestingly, over one-quarter of the respondents (27%) did not know whether or not their training was designed to be device-agnostic. This statistic is potentially cause for concern, as ease of access is necessary for an effective E&C program (as regulators and enforcement agencies point out). Practitioners need to understand (and test) how users access training and other E&C-related information. These findings suggest that a significant portion of surveyed organizations may not be fully addressing the need for device-agnostic E&C training.

Data Analytics

WHAT TYPE OF DATA SHOULD WE CONSIDER?

We asked respondents what types of data they collect and analyze from their E&C training program. **Completion data** is considered by many to be the most important E&C training data and, not surprisingly, is the most commonly tracked (87%). Respondents also reported capturing and analyzing **employee feedback (47%)** and **test response data (47%)**.

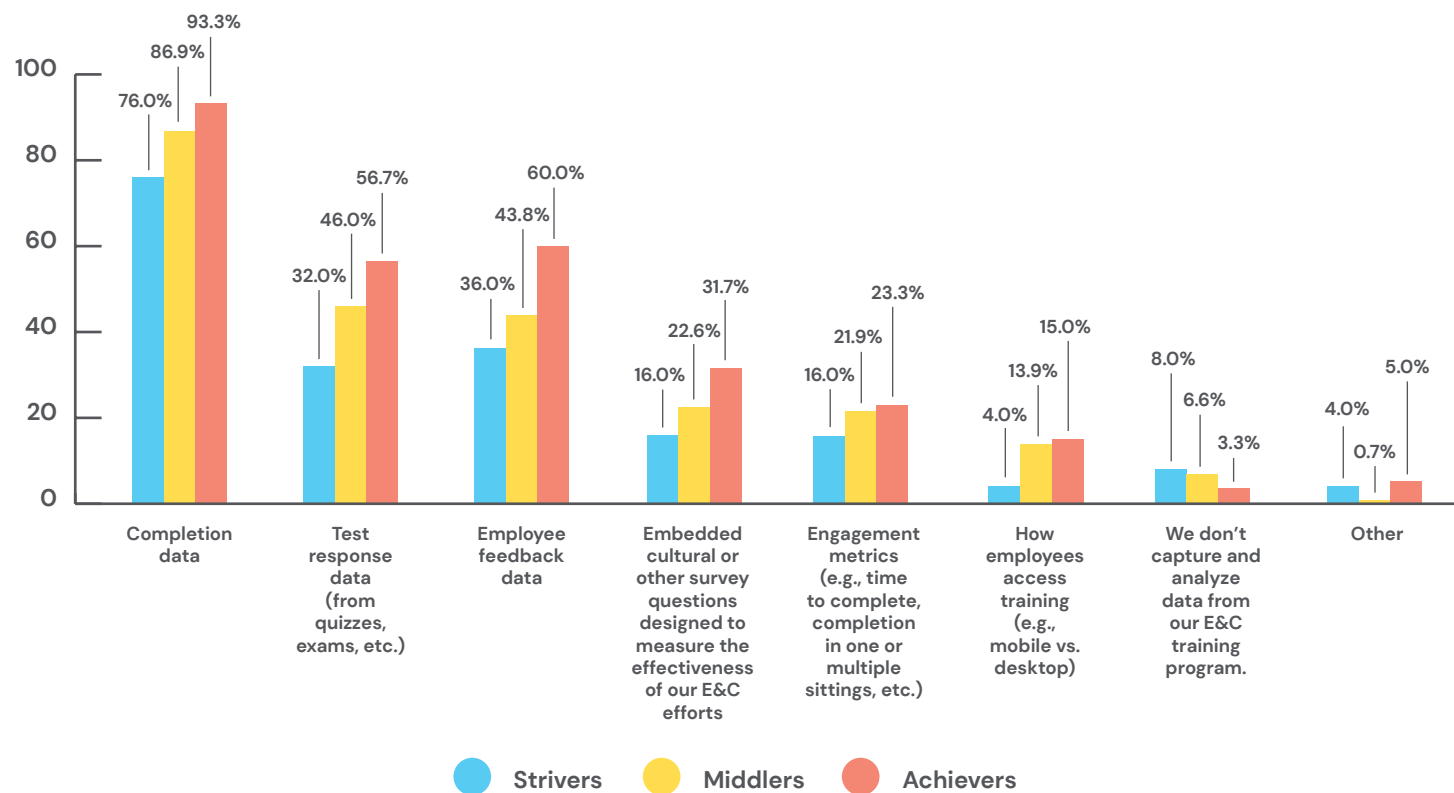
What types of data do you capture and analyze from your E&C training program?



Some organizations also embed cultural or other survey questions into E&C training to gauge the effectiveness of their E&C efforts, and **Achievers (32%) are much more likely to do this than Middlers (23%) and Strivers (16%)**.

Employee time is a valuable resource, and it can be challenging to encourage employees to complete an E&C survey. By embedding, tracking, and analyzing these types of questions directly into training, organizations can achieve higher participation rates without creating survey fatigue. This method provides actionable data, which can inform improvements to the E&C program and **help demonstrate the effectiveness of your program and its impact to management and the board**.

What types of data do you capture and analyze from your E&C training program?

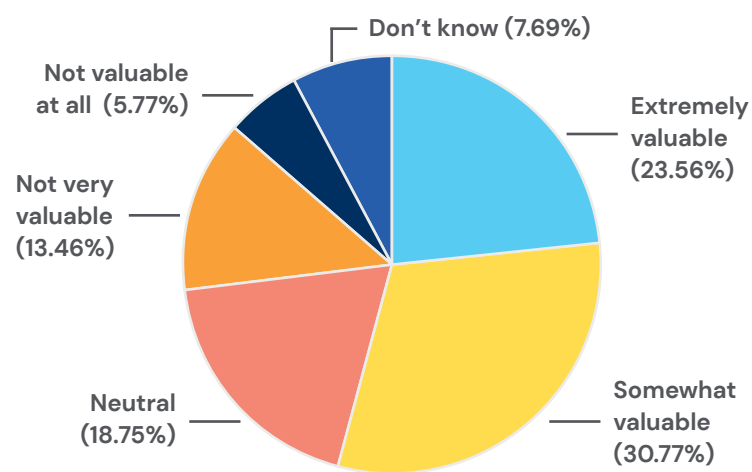


HOW VALUABLE IS THE DATA ANYWAY?

We are pleased to see that, overall, respondents are finding more value in their use of data analytics.

We asked respondents who analyze data about its value and impact and saw an increase in those who found data analytics to be “**extremely valuable**” (i.e., “The analytics provide critical insights that drive decision-making and improve our E&C efforts”) — rising from 16.8% in 2021 to 23% in 2025. Similarly, the percentage of respondents who considered the data “**somewhat valuable**” (i.e., “The data is helpful, but its impact on decision-making and strategy is limited”) also increased from 25% in 2021 to 31% in 2025.

In your opinion, is the data generated by your E&C training program’s analytics valuable and impactful?



Notably, but not surprisingly, **Achievers recognize the value and application of data (66% consider it extremely or somewhat helpful), far more than Strivers (only 28% consider it extremely or somewhat helpful).** We suspect that Strivers may lack the resources or support needed to effectively focus on and utilize data. Strivers' over-reliance on live training is also an important factor here, as data related to such training is quite hard to come by.

Fewer respondents selected a "neutral" response, indicating a shift, where organizations are either gaining a clearer understanding of how to use data or remain unsure but are less ambivalent about its impact. The use of data analytics remains a relevant and increasingly expected element of E&C programs, particularly by regulatory and enforcement bodies. Numerous tools and services, including Rethink's Drive Analytics™ solution, are available to capture data designed to generate valuable insights for E&C programs.

HOW DIFFICULT IS IT TO USE AND INTERPRET DATA?

We asked respondents what challenges they face when gathering data analytics. Encouragingly, compared to our 2021 survey, we saw a general decrease in the percentage of respondents reporting these challenges. Specifically, fewer respondents cited issues such as **"no dashboard," "lack of support in analyzing data, spotting trends, or identifying useful insights," "too challenging to slice and dice data,"** and **"too challenging to understand what the data means."**

Overall, the data from this question suggests that more E&C teams are more equipped to extract meaningful insights from their data and are becoming more proficient in using the data they have — or getting the required support. This indicates positive progress within the E&C community in terms of understanding and effectively utilizing data.

E&C Training Governance

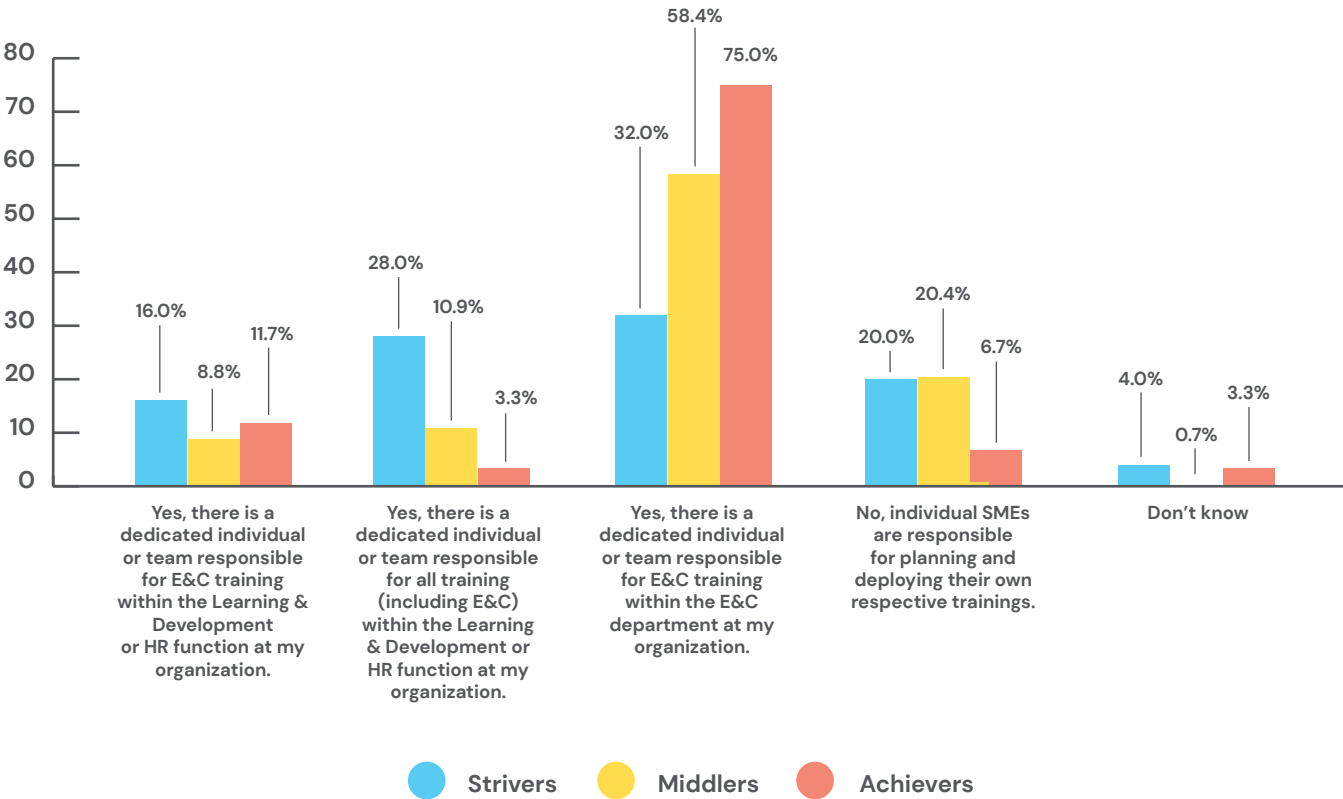
WHO IS RESPONSIBLE FOR E&C TRAINING?

This year, we introduced new questions to understand how organizations manage their E&C training. We asked if there's a specific person or team responsible for overseeing E&C training, including content development by subject matter experts (SMEs), managing the training schedule, and deploying the training. The responses indicate that having a dedicated individual or team within the E&C department to manage training is the most common approach.

Approximately **60% of respondents have a dedicated individual or team within their E&C department to manage E&C training.**

This appears to be the structure of choice for Achievers and Middlers. Notably, **75% of Achievers and 58% of Middlers reported having a dedicated training resource within their E&C group**, compared to only 32% of Strivers. This type of dedicated E&C resource facilitates the E&C department in setting E&C training priorities. Conversely, 17% of respondents indicated that there is no dedicated E&C training role, and individual SMEs are responsible for their own training planning and deployment. This approach is more common among Middlers (20%) and Strivers (20%), while only 6.7% of Achievers follow this model.

Is there a centralized resource responsible for managing E&C training at your organization (e.g., an individual or team responsible for overseeing the development of content by subject matter experts (SMEs), managing a training calendar, facilitating the deployment of training, etc.)?

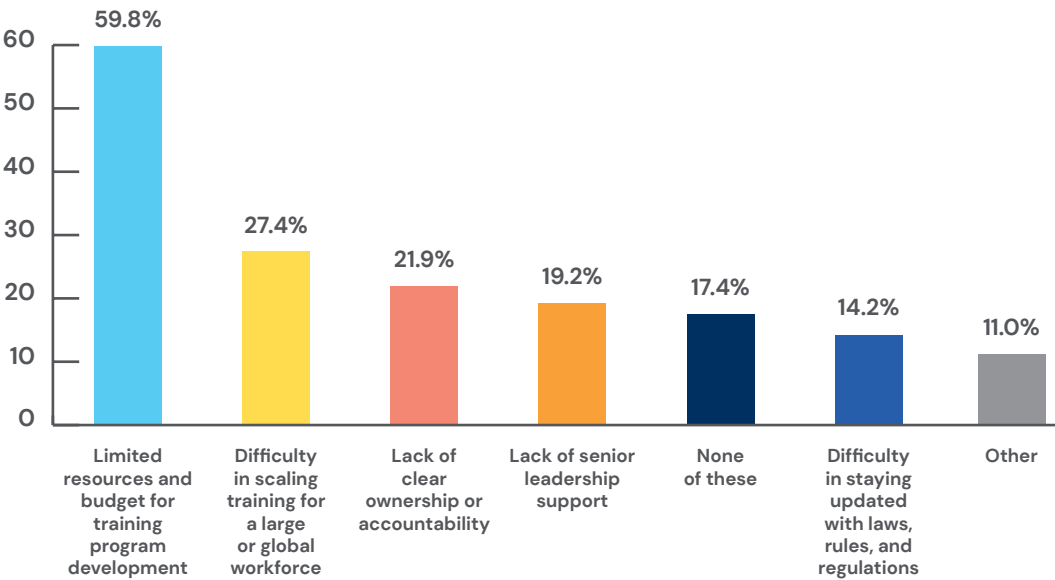


Another 11% reported having a dedicated individual or team responsible for **all training (including E&C) within the Learning and Development (L&D) or HR department**. In these situations, E&C training may compete with other organizational priorities. A further 10% have a dedicated individual or team for **E&C training specifically within L&D or HR**. This structure is more prevalent among Strivers (28%) and Middlers (11%), while only 3.3% of Achievers report this structure.

WHAT ARE THE MOST COMMON E&C TRAINING GOVERNANCE CHALLENGES?

We also explored the challenges organizations face in governing their E&C training. It is not surprising that the most frequently cited challenge was **limited resources/ budget for the training program (60%)**. This is a common hurdle across various organizations and industries, as E&C professionals often need to achieve more with fewer resources and maximize the effectiveness of their existing tools (e.g., data, AI, etc.).

What E&C training governance challenges does your organization face?



This challenge underscores the importance of using resources effectively, including sharing resources through interdepartmental collaboration. E&C teams can maximize their reach by collaborating with other departments to include E&C messages in business communications, embed related questions in other departmental surveys, and even attend relevant business meetings to deliver key E&C messages and potentially gather feedback through discussion and networking.

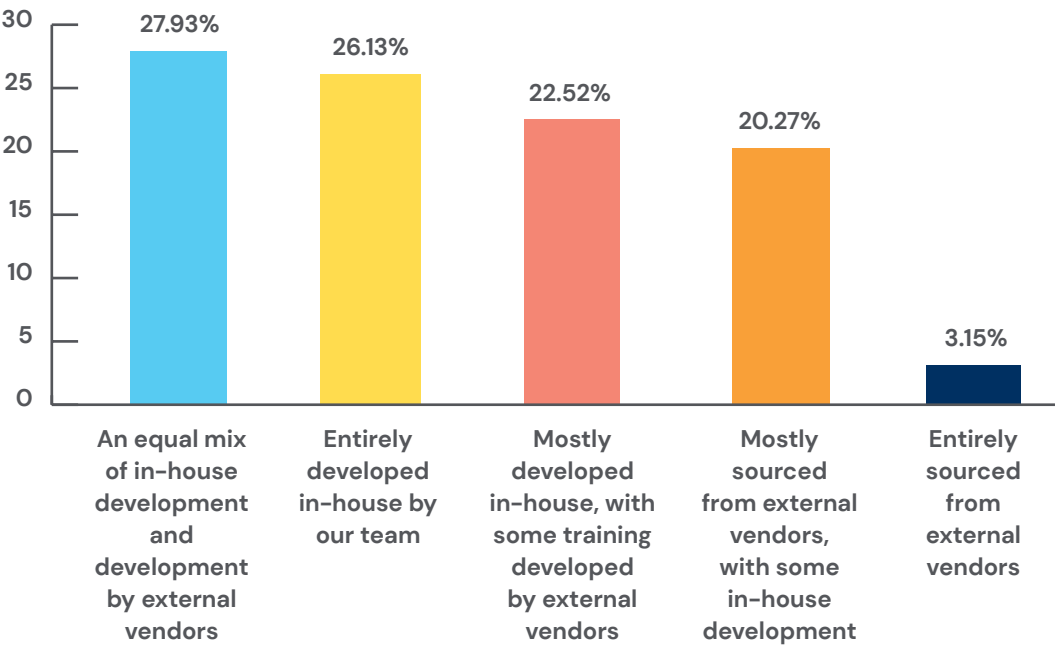
Other reported governance challenges included: lack of ownership/accountability (30%), difficulty in scaling training for large or global audiences (27%), and lack of senior leader support (19%). Encouragingly, only 14% of respondents reported difficulty staying updated with laws, rules, and regulations, which is a positive sign given the constantly evolving legal and regulatory landscape impacting E&C.

Developing Training + Working With Vendors

HOW DO WE DEVELOP OUR E&C TRAINING?

As in 2021, we asked respondents how they develop their E&C training materials, with options including a hybrid approach, internal development, partnering with multiple vendors, or partnering with one vendor. The most common response in both years was a **combination of in-house development and development by external vendors** (28% in 2025 and 39.5% in 2021).

Which of the following best describes how you develop your E&C training?

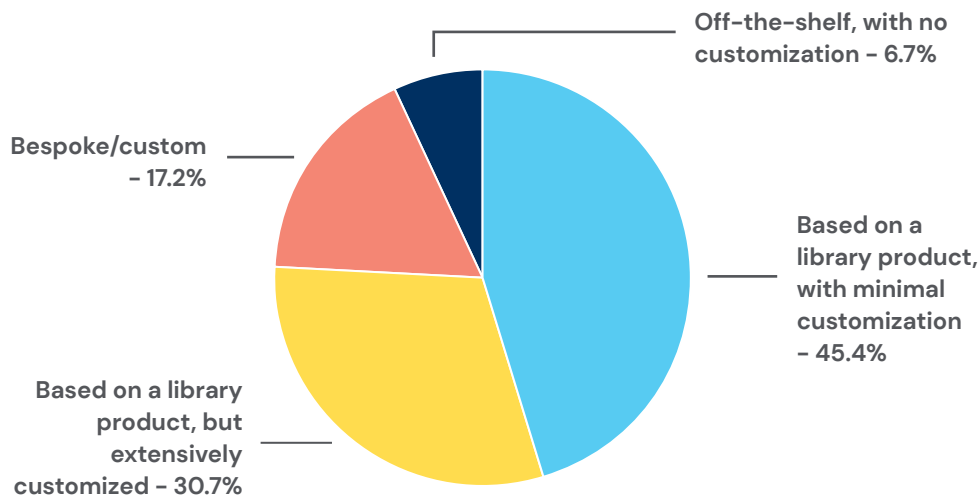


Following closely was **training developed entirely in-house (26% in 2025), decreasing from 36% in 2021**. Other approaches included: mostly in-house with some external vendor support (23%), mostly sourced from external vendors with some in-house development (20%), and entirely sourced from external vendors (3%). This suggests that **organizations are strategically using a mix of development methods**, rather than relying on a single approach, and that depending solely on internal resources may not be the most effective strategy.

IS CUSTOMIZATION OF VENDOR-DEVELOPED MATERIALS IMPORTANT?

We asked respondents who work with vendors in some capacity about the nature of their vendor-developed materials. The most common type was a **library product with minimal customization (45% in 2025, similar to 50.6% in 2021)**. This was followed by materials based on a library product with **extensive customization (31% in 2025, consistent with 32% in 2021)**.

Which best describes your vendor-developed training materials?



Notably, the use of **bespoke/custom training increased (17% in 2025 from 9.9% in 2021)**. Off-the-shelf products with no customization remained relatively stable (7% in 2025 as compared to 7.4% in 2021). Overall, the trend indicates that organizations generally apply at least some level of tailoring and customization to their training, with a growing emphasis on bespoke and custom development.

WHAT'S IT LIKE WORKING WITH VENDORS?

We also asked respondents who work with vendors to rate their level of satisfaction. **Achievers and Middlers reported higher satisfaction levels with their training vendor experiences.** Looking at those who rated their satisfaction as 4 or 5 on a 5-point scale, 58% were Achievers, 30% were Middlers, and 0% were Strivers. These results highlight a correlation between respondents viewing their E&C program as effective and being satisfied with their training vendor, which isn't surprising given the crucial role of training in a successful E&C program.

For those working with vendors, we asked about obstacles limiting their satisfaction. **"Too expensive" remained the top challenge (36% in 2025, but down from 47.7% in 2021)**. Despite this decrease from our last survey, budget constraints continue to be a primary concern across organizations. Other challenges included **inflexible customization options (24% in 2025)** and **lack of E&C expertise from the vendor (14% in 2025)**.

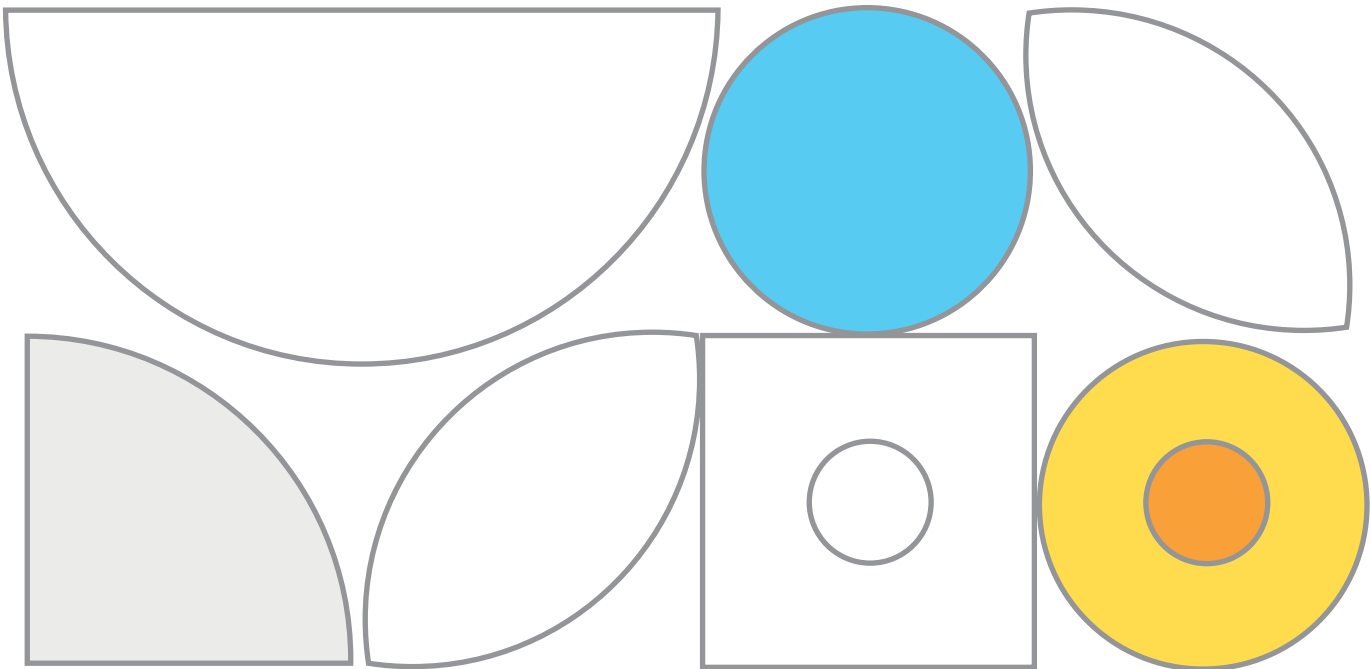
E&C Training Budgets

Finally, we asked about annual E&C training budgets. As is expected, larger organizations are likely to spend more on E&C training. For organizations with revenue of \$15 billion or more, the most common amount spent on E&C training is more than \$250,000 (64%). The most frequent budget reported by organizations with revenue of between \$5 billion and \$15 billion was \$150,000 to \$250,000 per year (30%).

On the flip side, the smallest organizations (i.e., those with revenue under \$500 million) most commonly reported an E&C training budget of less than \$25,000 per year (49%).

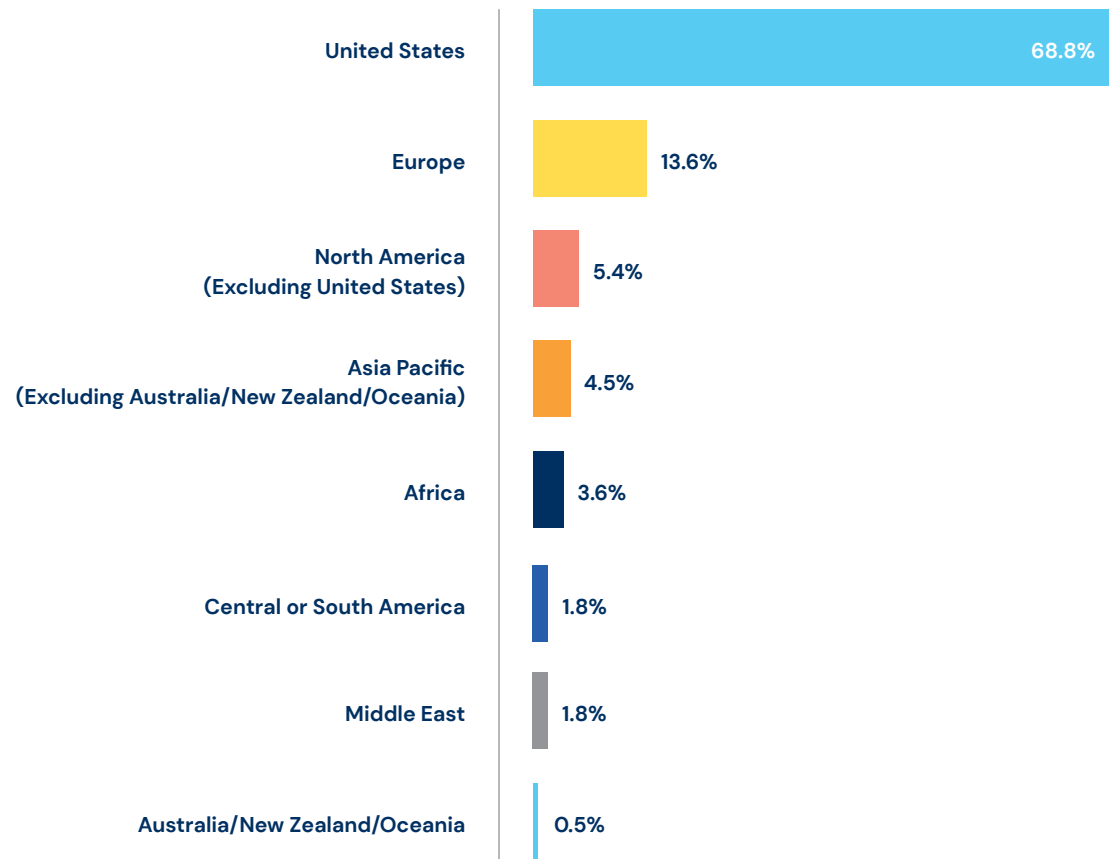
Conclusion

Thank you to all of the E&C professionals who participated in our second Training and Communications Benchmarking Survey. You will find the response totals for every survey question in the Appendix that follows this report. We hope that you found the insights as interesting as we did, and that they are helpful as you shape your E&C training program!

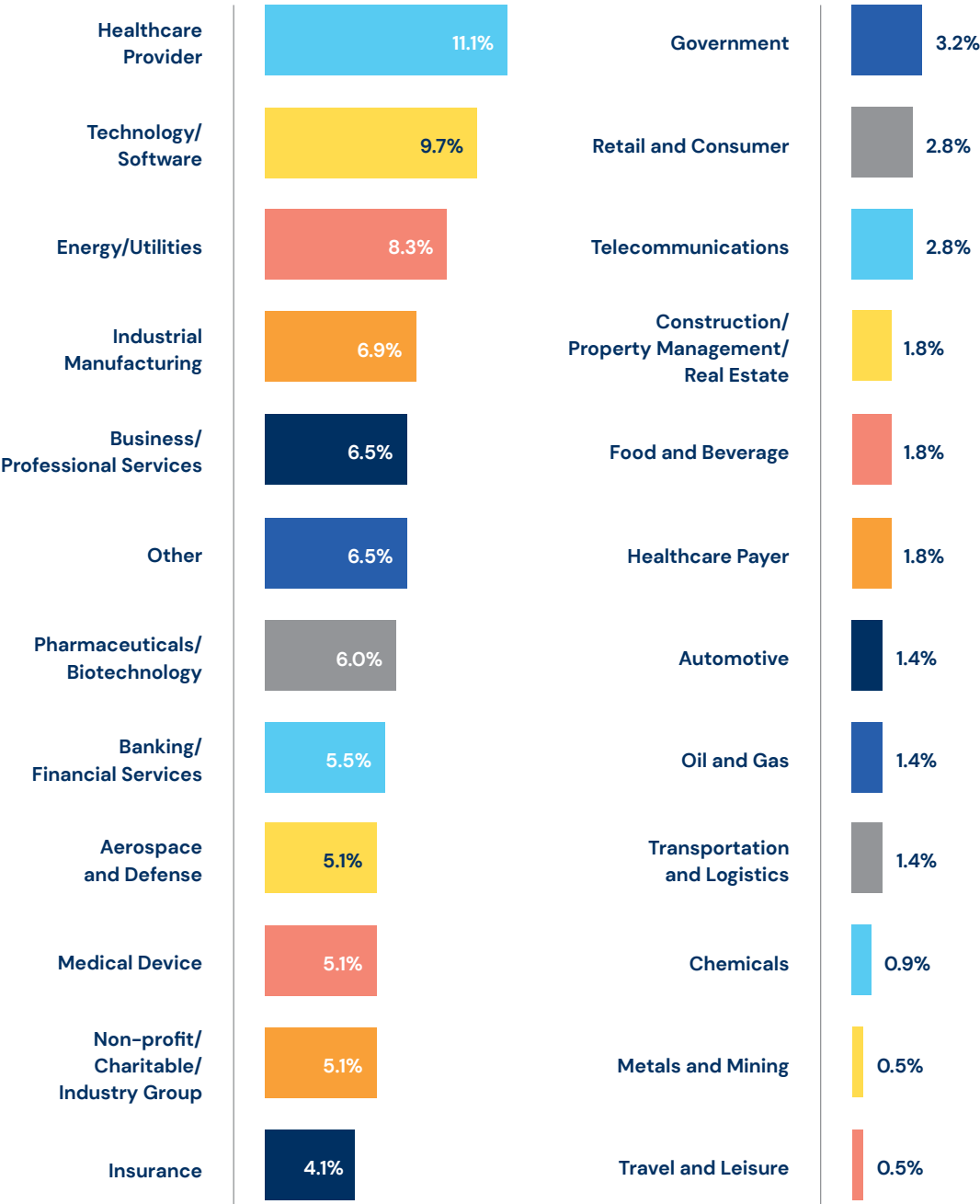


Appendix

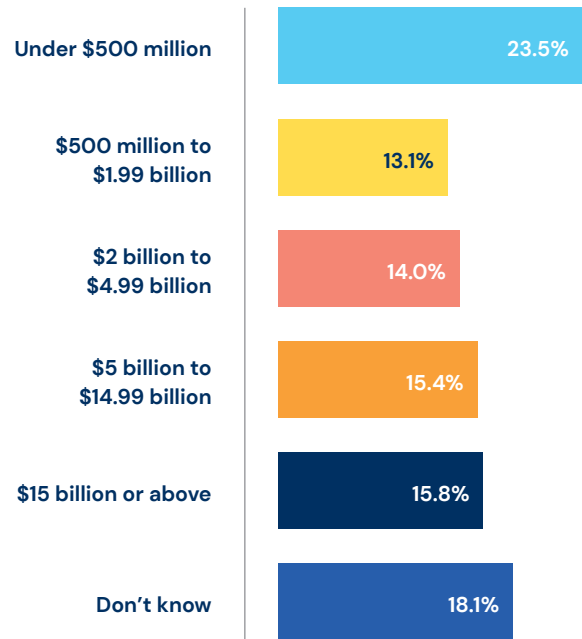
In what region is your organization headquartered?



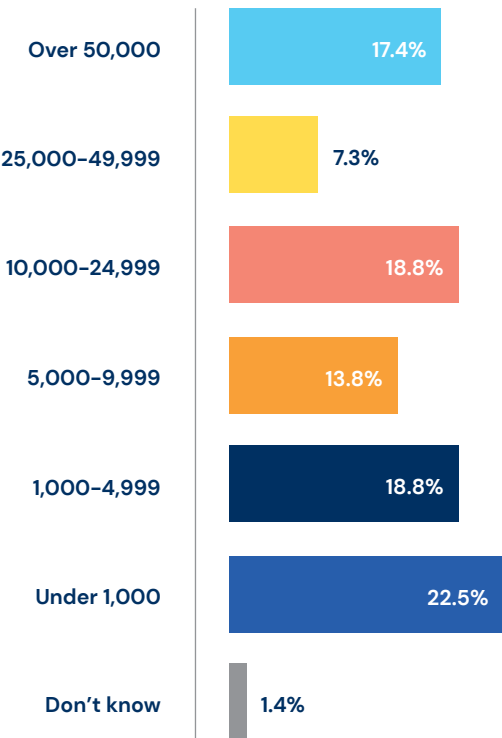
Which of the following most closely describes your organization’s industry?



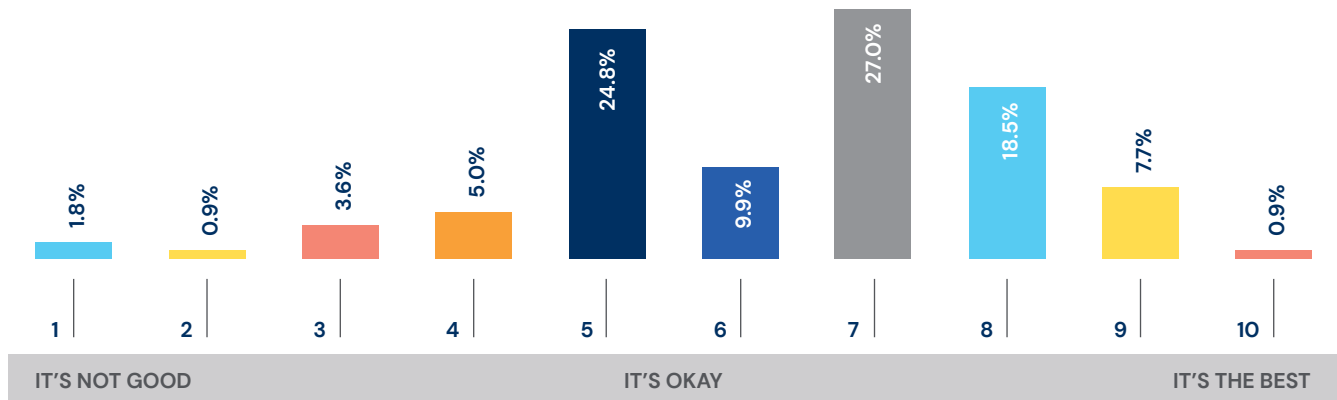
What is the approximate annual revenue of your organization in U.S. dollars?



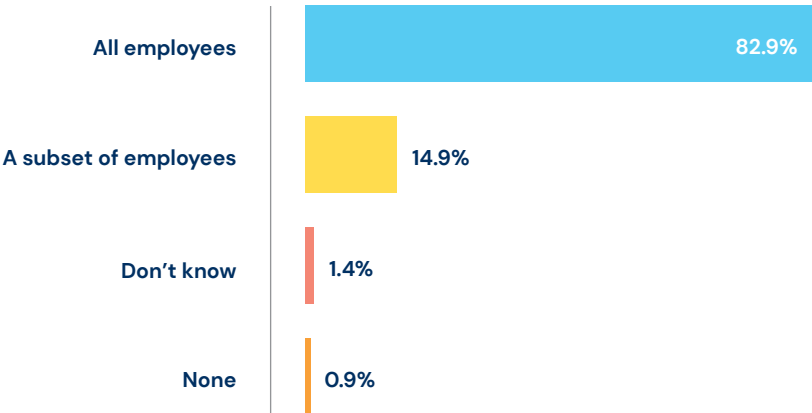
How many employees work in your organization, globally?



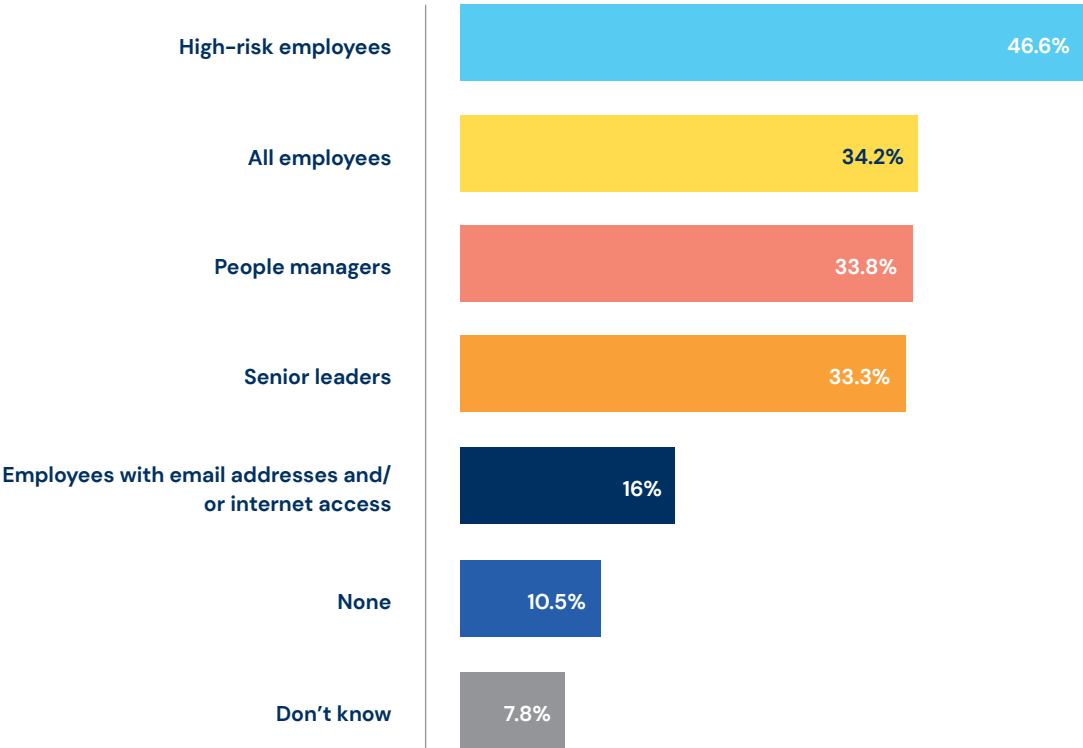
Overall, how would you rate the effectiveness of your E&C training?



Which employees at your organization receive training regarding their E&C responsibilities and behavioral expectations?



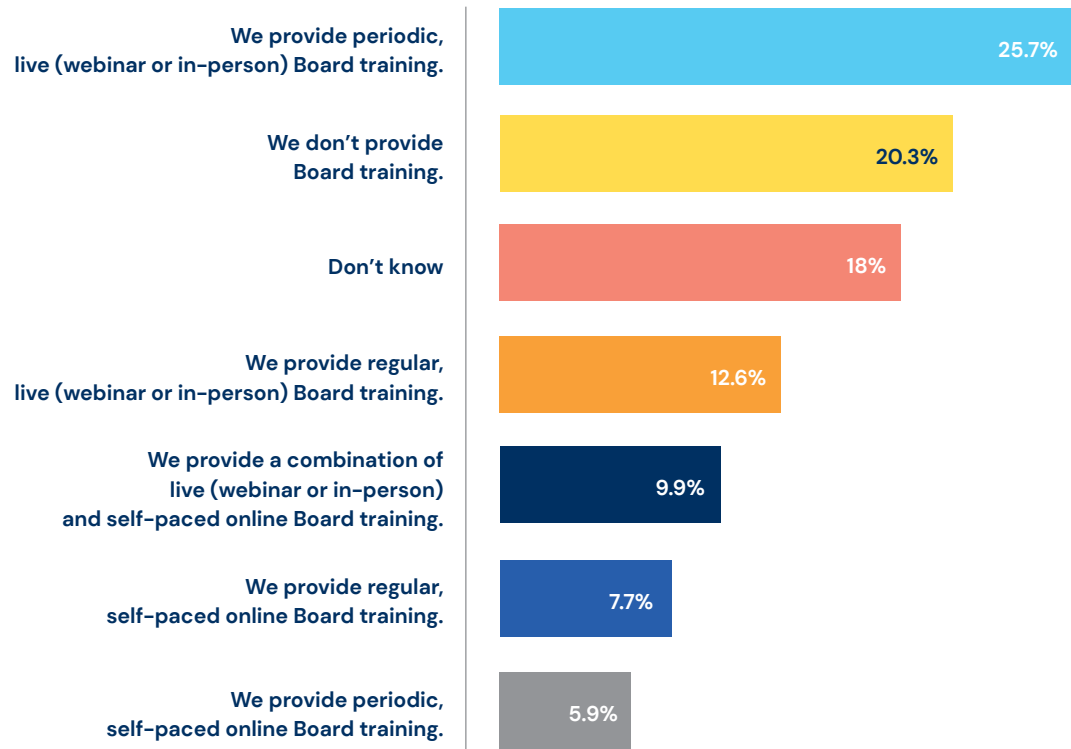
Which employees at your organization receive E&C training that is specific to their risk profiles?



In your opinion, why don't employees at your organization receive E&C training that is specific to their risk profiles?



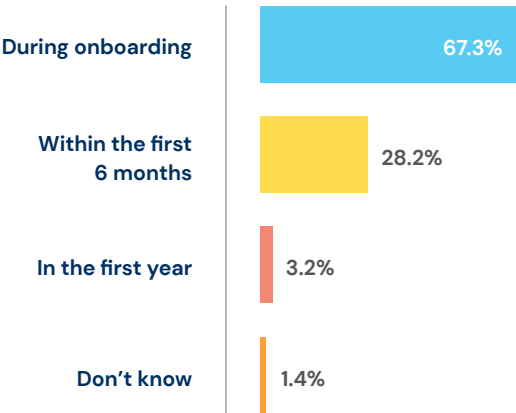
Which of the following best describes how your organization provides E&C training to its Board of Directors (or other governing authority)?



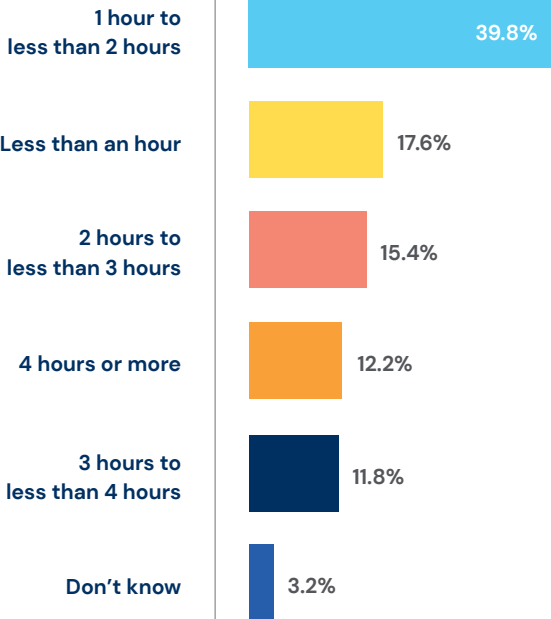
Which of the following best describes your third-party E&C training strategy?



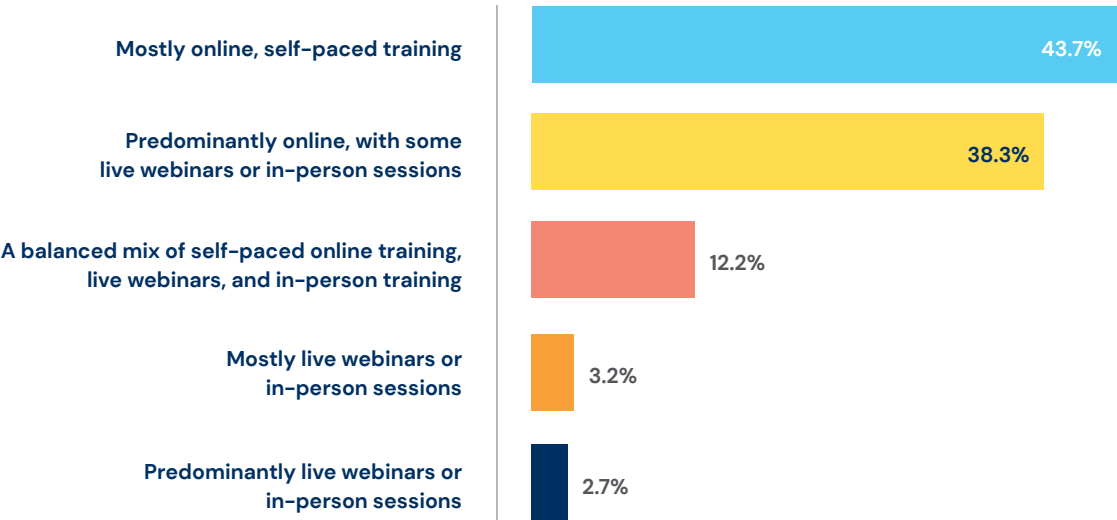
How soon after joining your organization do new employees (including those who join via merger or acquisition) receive E&C training?



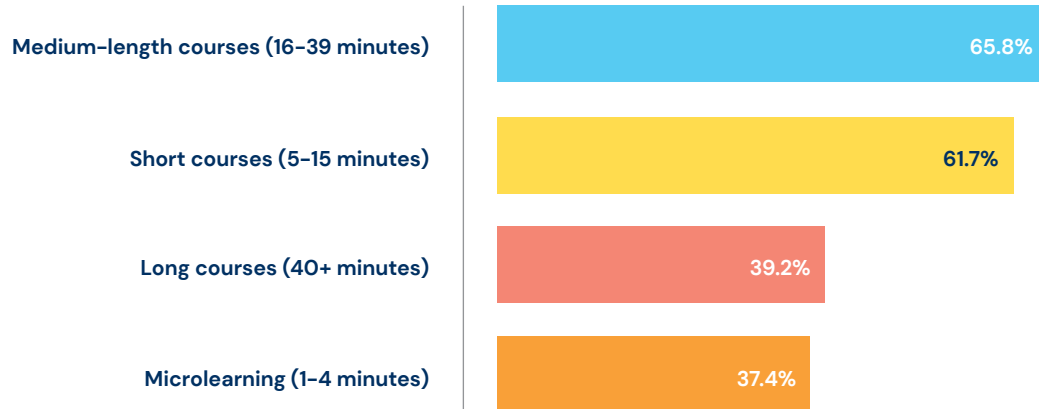
Overall, on average, how much time annually do most employees spend participating in E&C training at your organization?



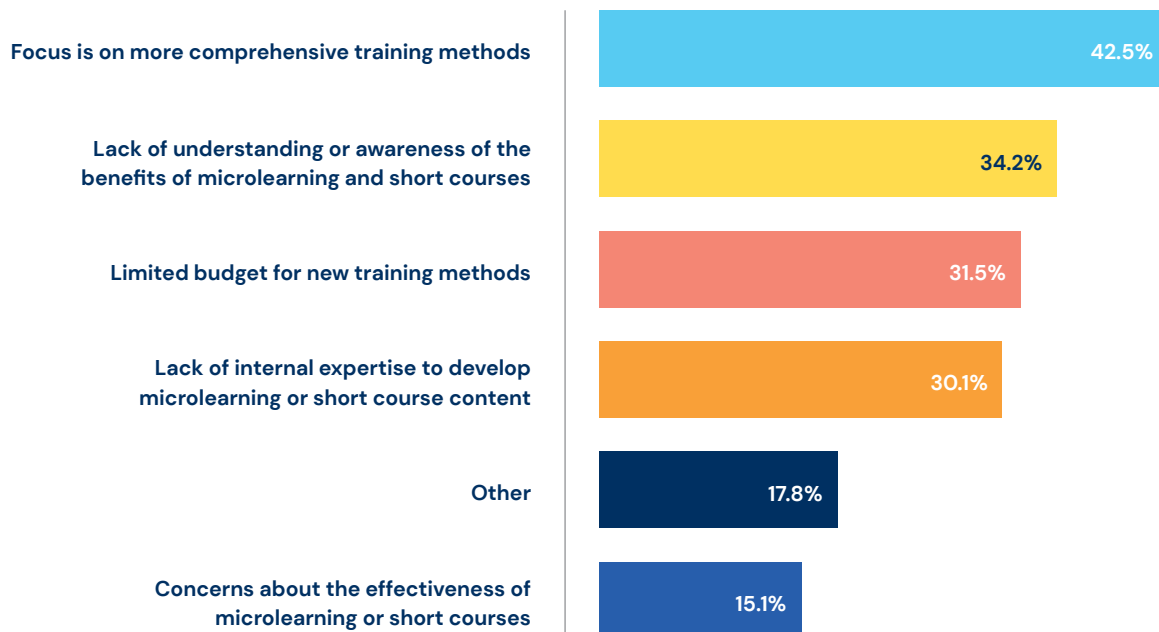
How would you rate the balance between self-paced, online E&C training versus live E&C training (via webinar or in-person) at your organization?



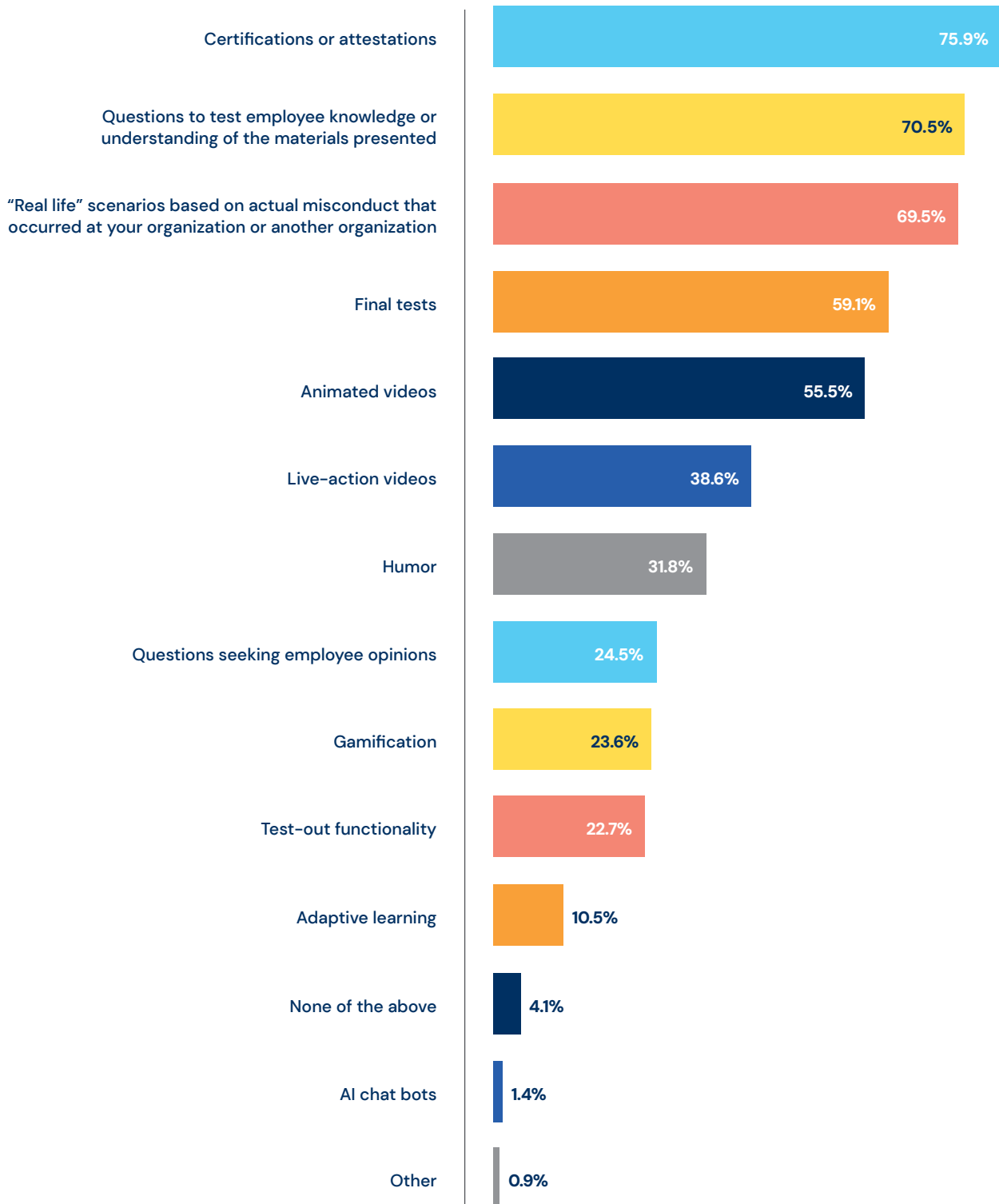
Which of the following does your organization include in its E&C training program?



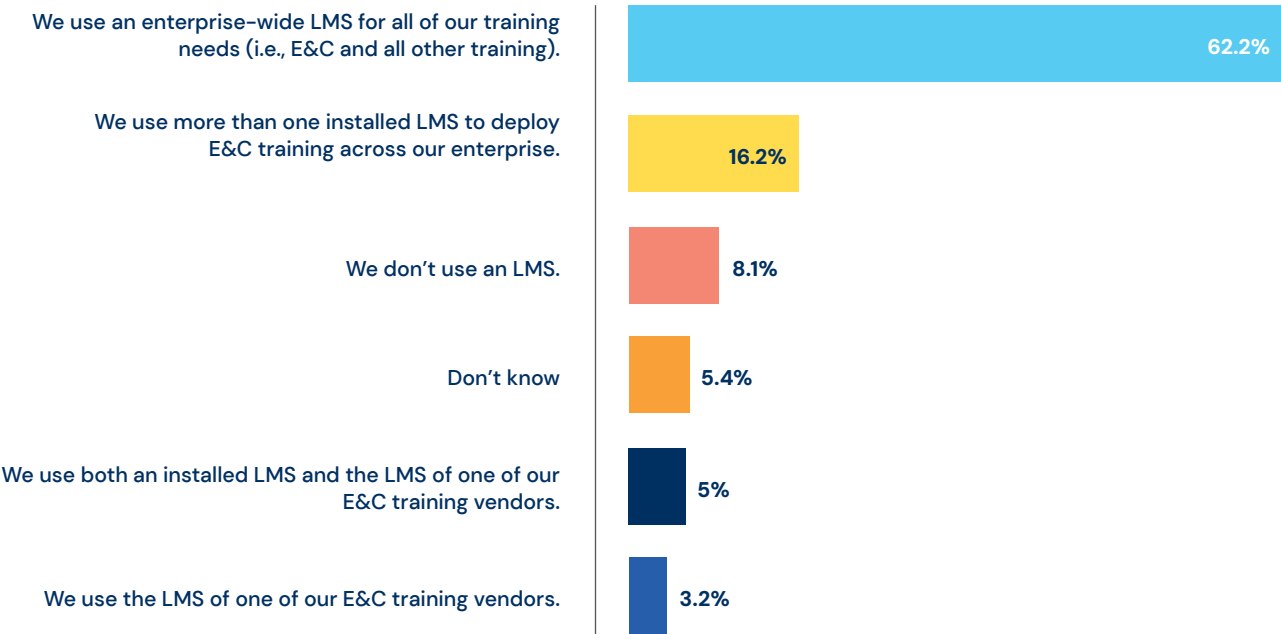
What are the main reasons you do not use short-form learning in your E&C training program?



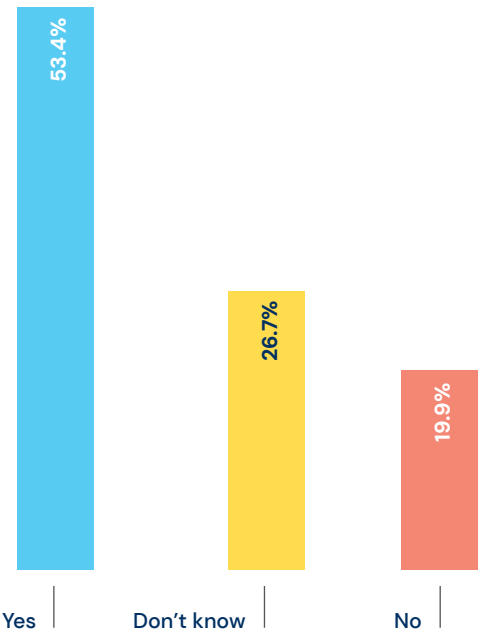
Which of the following approaches and tools does your organization incorporate in its E&C training program?



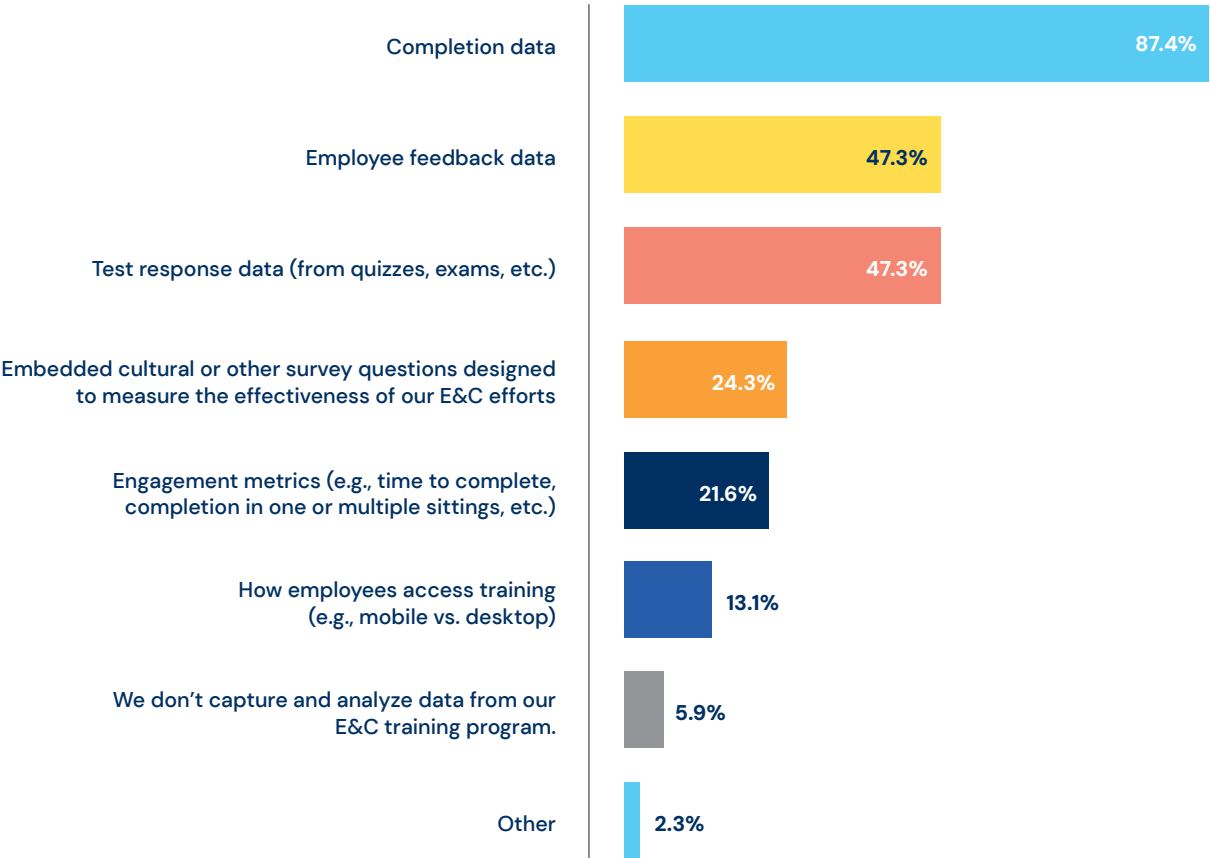
Which of the following best describes your organization's use of a learning management system (LMS)?



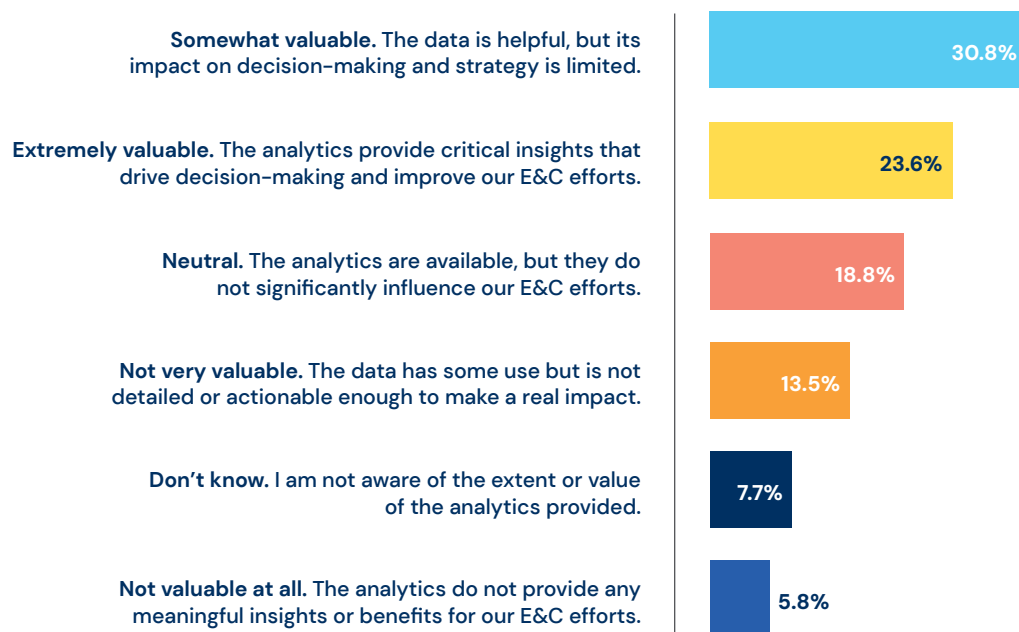
Does your E&C training incorporate responsive design (i.e., is it device agnostic/mobile compatible)?



Which types of data do you capture and analyze from your E&C training program?



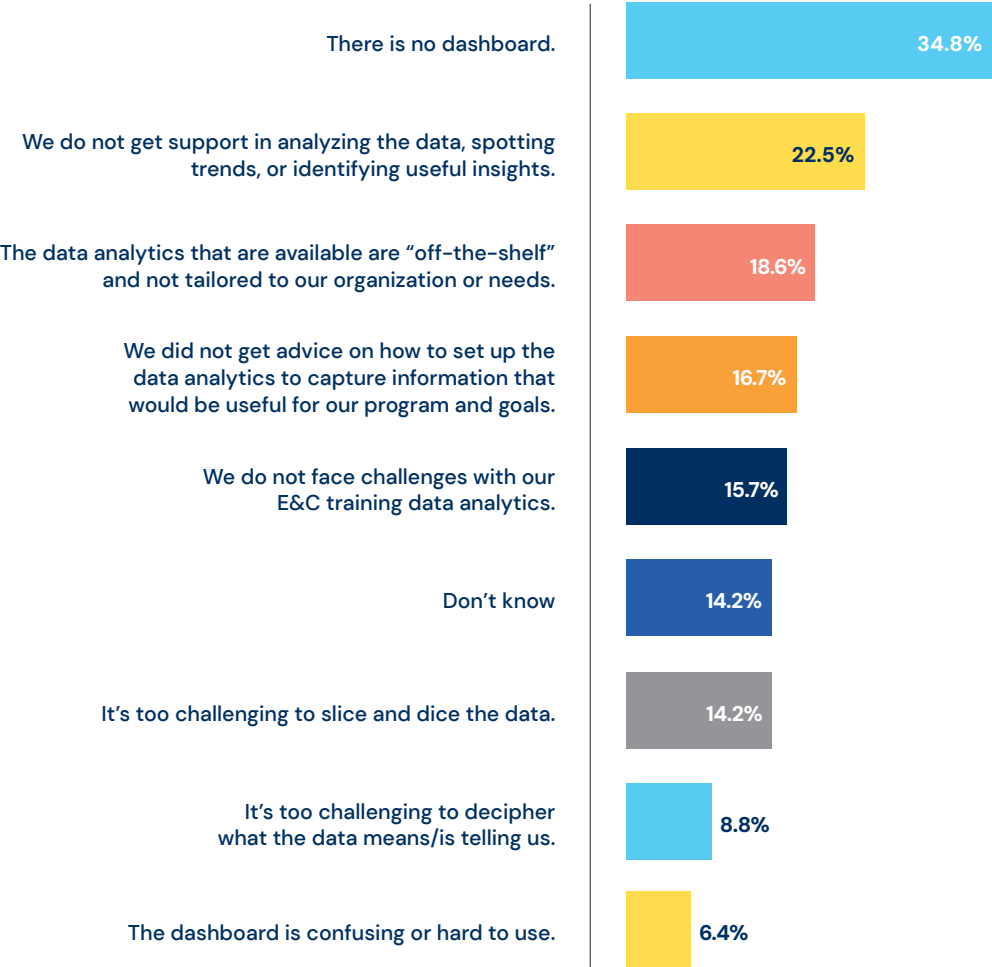
In your opinion, is the data generated by your E&C training program's analytics valuable and impactful?



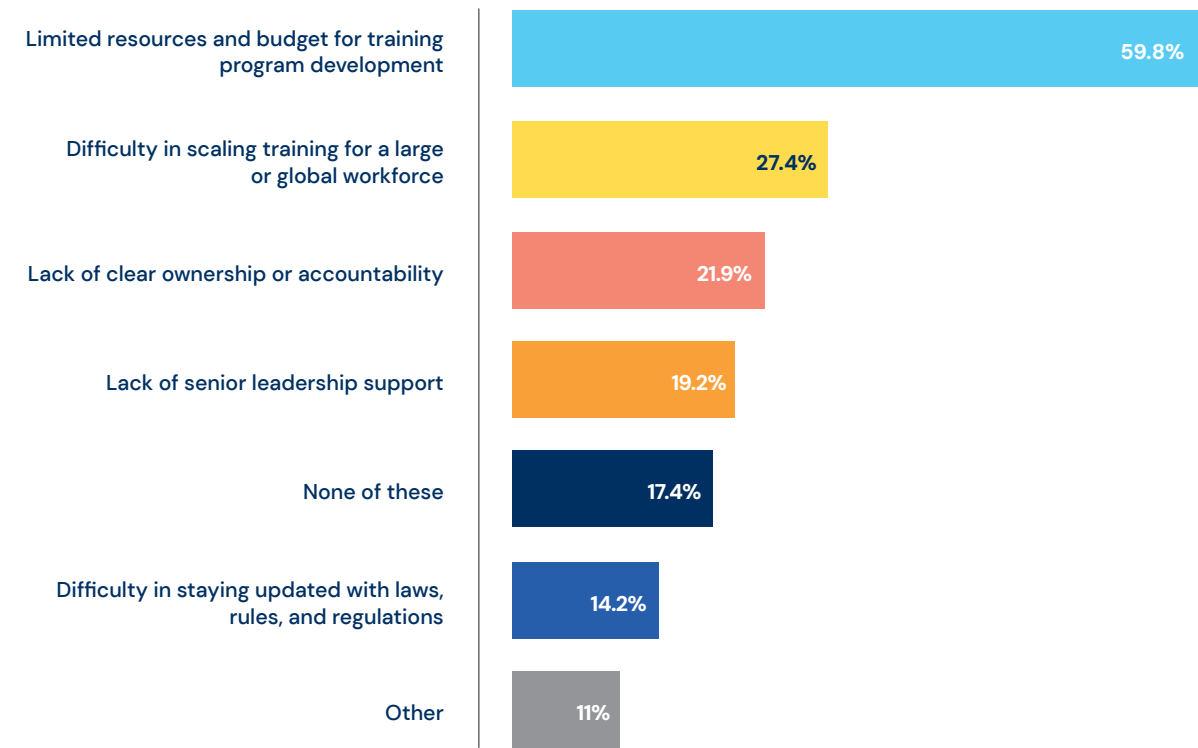
Is there a centralized resource responsible for managing E&C training at your organization (e.g., an individual or team responsible for overseeing the development of content by subject matter experts (SMEs), managing a training calendar, facilitating the deployment of training, etc.)? Choose one that best describes training governance at your organization.



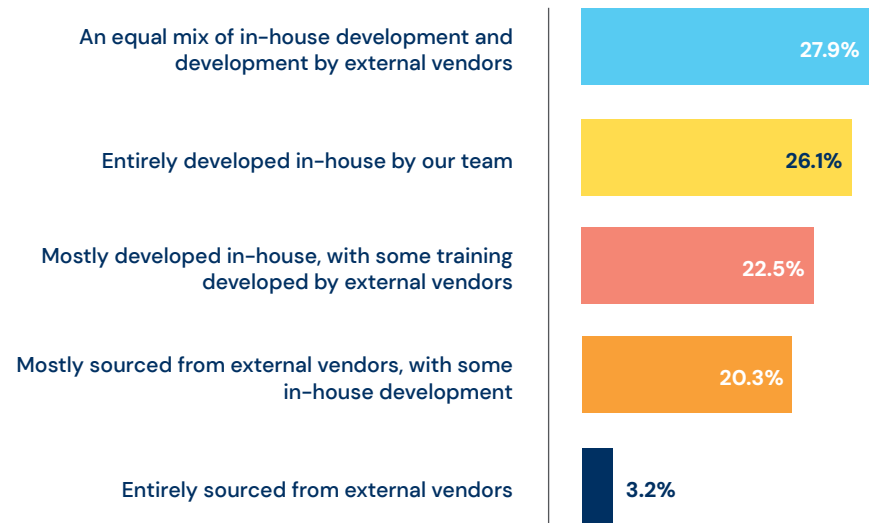
What challenges do you face when gathering data analytics from your E&C training program?



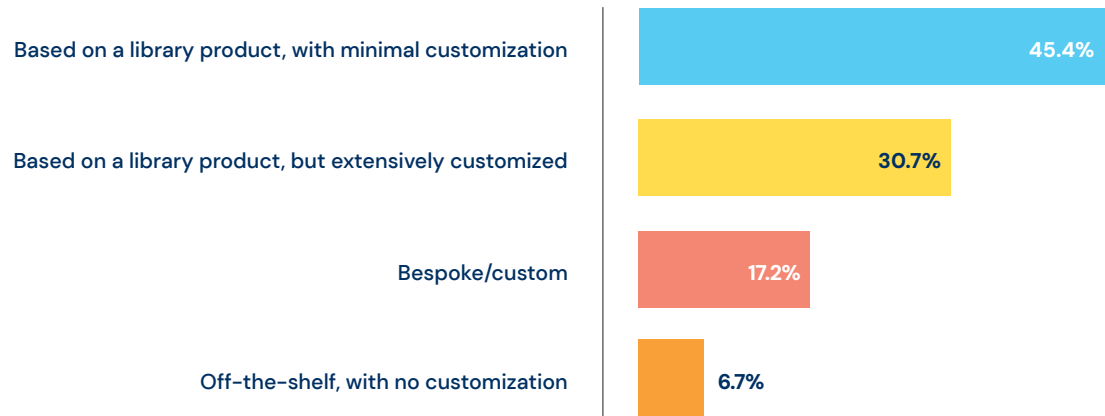
What E&C training governance challenges does your organization face?



Which of the following best describes how you develop your E&C training?



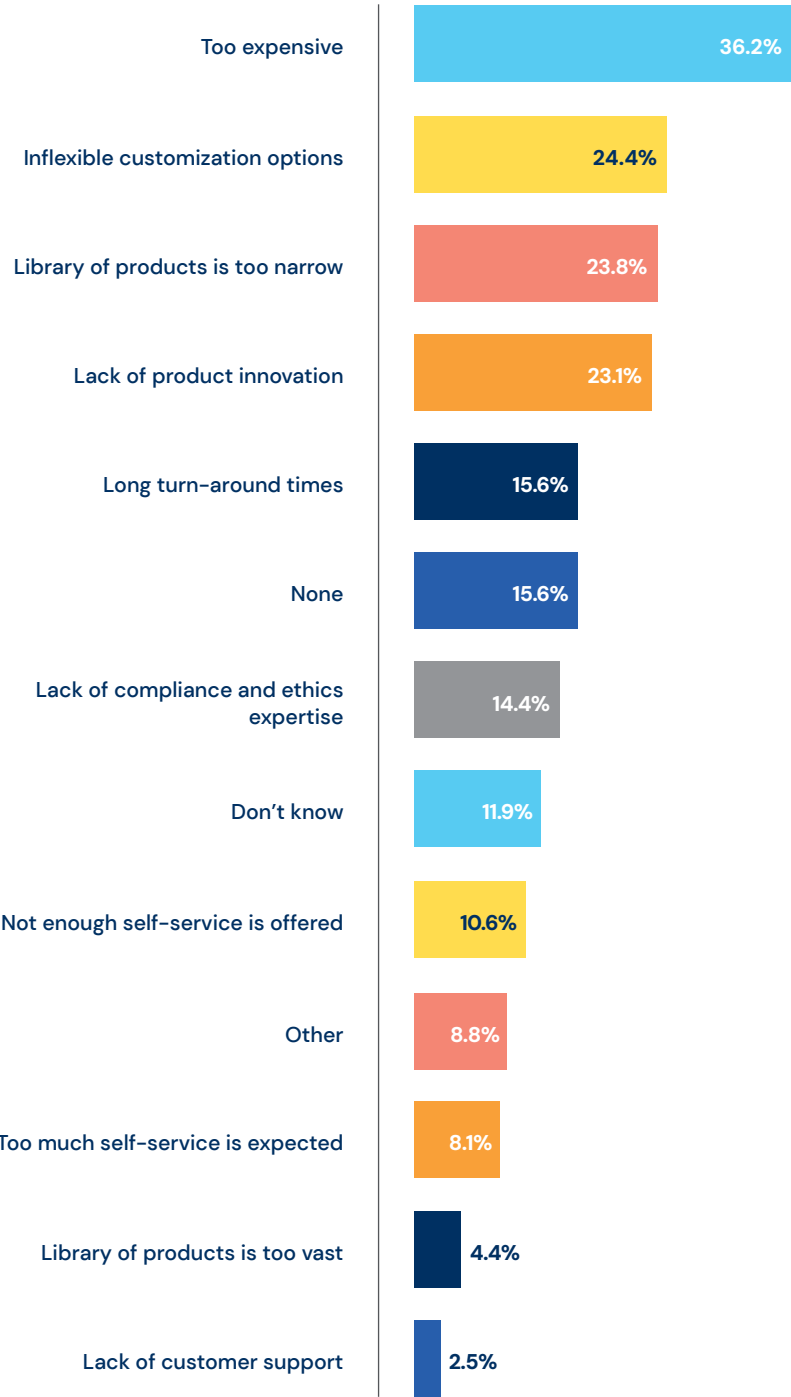
Which best describes your vendor-developed training materials?



How satisfied are you with your vendor experience?



What obstacles do you face that prevent or limit your satisfaction with your vendor experience? Select all that apply.



What is your estimated annual budget for E&C training?

