

Schneider Essentials – Evolution of Schneider’s Annual Mandatory Training Campaign

Schneider Electric

Best Advance in Compliance Training

January 2023



Company Background



Company-at-a-Glance	
Headquarters	35, Rue Joseph Monier - CS 30323 F-92506 Rueil-Malmaison Cedex (France)
Year Founded	1836
Revenue	Euro 28.9 bn (2021)
Employees	128,000 +
Global Scale (Regions that you operate in or provide services to)	Schneider Electric is a global company with balanced geographical coverage. We operate in over 100 countries, covering all regions of the world. We have global hubs in France, US, India and Hong Kong.
Customers/Output, etc. (Key customers and services offered)	Schneider Electric has built leadership positions in each of its businesses worldwide, bringing together full digital solutions in energy management and industry automation for efficiency and sustainability.
Industry	Our business is covering 4 end markets: Residential & Buildings, Data Center, Industry, Infrastructure
Stock Symbol	SU.PA
Website	www.se.com

Budget and Timeframe

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Overall budget	Approximately €300K – 600K per year depending on number of topics and complexity of the course design for each training included in the campaign every year.
Number of (HR, Learning, Talent) employees involved with the implementation?	20
Number of Operations or Subject Matter Expert employees involved with the implementation?	10
Number of contractors involved with implementation	Our annual compliance training program consists of a package of mandatory training programs. Some topics are developed with external vendors, some are developed in-house with internal experts (half-half)
Timeframe to implement	It is an annual campaign that official launches to all employees in March and closes end of September.
Start date of the program	The first annual campaign was rolled out in 2019 March. 2021 was the third year of this annual campaign.

Business Conditions and Business Needs

As the changes to our world accelerate and transform our industry, Schneider Electric defines its purpose to empower all to make the most of our energy and resources, bridging progress and sustainability. Over the last years, the company has been strategically shifting our business model towards providing digital solutions that help our customers become more energy efficient.

Driven by our company purpose, we position ourselves to become an ‘Impact Company’ who produces long-term positive changes (social, environmental, corporate governance and ethics, and financial) for our customers, partners, employees, investors, and communities around the world.

To deliver these commitments, we need to build a strong vehicle to help our employees to build a common understanding of the company purpose, our commitments as an ‘Impact Company’ and our business transformation with it.

Overview

With the business context and needs given above, starting 2019, Schneider Electric rolls out an annual compliance training campaign to all employees.

This annual campaign is branded as ‘Schneider Essentials’ which is deployed to all Schneider employees between March to end of September each year.

The objective of the campaign is to train all Schneider employees every year on critical compliance and culture-related topics that are strongly linked to the company’s business and people strategy, as well as those of high risk to the organization. Through this, our employees will know what they should do to guide their daily acts and decisions to Grow and Protect the company, achieving together to deliver our purposes and commitments:

Exemplarity: lead by example on our promise to be an impactful and one of the most ethical companies in the world

Compliance: ensuring internal and external auditors of the rigor of our processes when it comes to high stakes like ethics, corruption, harassment, cybersecurity

Culture: build a common language within the company

Topics included in each year’s campaign consists of 2 categories:

1. **Compliance and Risk Management** such as our Principles of Responsibility (our code of conduct, now called our Trust Charter), Cybersecurity and Anti-Corruption for specific population ‘at risk’, for example sales, procurement, finance employees. These topics are recurring every year with refreshed content

to keep the employees up to date on critical compliance, ethical and fast-changing cybersecurity threats to protect the company.

2. **Business and Cultural Related** – These topics are chosen every year in close link to company’s business and people strategy update. We blend in topics as well highly relevant to the well-being of the employees esp. in the context of Covid pandemic.

Schneider Essentials Content Roadmap 2019-2021

Know, grow, and protect the company



+

Recurring every year

Compliance and Risk Management

Business/People Strategy and or Cultural related

Topic chosen every each year



	2019	2020	2021
	<p>Our Principles of Responsibility – our ethical guidelines that was newly re-vamped in early 2019</p> <p>Cybersecurity – a key stake that everyone should protect the company from the Cybersecurity risks</p> <p>Anti-Corruption - Raise awareness of "at risk" populations about corruption risks specific to our activity</p> <p>Our Core Values – in 2018, Schneider launched a new People Vision with the five core values</p>	<p>Our Principles of Responsibility Practice Guide – lighter version of the content of PoR2019</p> <p>Cybersecurity – refreshed content given speed of change</p> <p>Anti-Corruption – Refresher training to 'at risk' population every year</p> <p>Our Company Story – Aligning all our employees on the new company purpose and mission</p> <p>New and Smarter Ways of Working - Key for our new ways of working and to support well-being esp. in context of pandemic</p>	<p>Our Principles of Responsibility – refreshed with key updates in 2021 on Digital</p> <p>Cybersecurity – new module elaborating key updates on digital trust and data privacy</p> <p>Anti-Corruption – Refresher training to 'at risk' population every year</p> <p>Sustainability– Sustainability is at the core of our company purpose. Introducing the new 2021-2025 sustainability strategy and our commitments</p> <p>Building a Culture of Respect–Anti-Harassment & Hidden Bias (required by law in some countries)</p>




Design and Deployment of the Program

On course design and development, we have been on a continuous path over the last 3 years since 2019, aiming to deliver the learning experience on Schneider Essentials that generates positive business impact. Based on the experience gained and lessons learnt, we have today developed a set of standards to design and develop the Schneider Essentials courses:

Designed to deliver a Sticky Learning Experience

At Schneider Electric, we are passionate about making learning stick which has inspired us to embrace the neuroscience-based AGES Model in all that we create and curate for our learners. We also start with Design Thinking to make sure we base our learning objectives on our target audiences’ inputs gathered through empathy maps, observations and interviews.

Our objective is to generate awareness and understanding of these critical topics, more importantly with effective and substantial impact in terms of behavioral changes that our employees know how to apply them to guide their daily acts and decision makings.

Below are some examples of how we designed the Schneider Essentials courses based on AGES:

AGES-inspired design principles applied to Schneider Essentials Courses

Some examples on how we design learning based on AGES:

Attention	Generating Insights	Emotion	Spacing
<ul style="list-style-type: none"> Presenting facts, shocking data, compelling story, humor, problem statement, challenge/question Personalize, reality checks to surface 'What's in it for me' <p>Visual Elements-</p> <ul style="list-style-type: none"> Clean and clear design, to increase readability Include different types of contrast (color, size, position) to increase attraction High quality relevant images/media 	<ul style="list-style-type: none"> Self Assessment / reflection questions Contrasting or comparing information with previous knowledge Setting goals 	<ul style="list-style-type: none"> Presenting scenarios that learners can relate to Workouts / missions Action plans Activities that trigger learner commitments and key take away on internal social platforms 	<ul style="list-style-type: none"> Create opportunities to connect with key concepts within the e-learning, during and at the end Webinar post-activity Yammer group Local session – ask to reach out to peers in your environment Social sharing through yammer widgets Post email trigger with some action, concept

Translated: All eLearning modules are translated and provided in languages covering >90% of the target audience. For shop floor employees without connectivity to consume the eLearning, we provide facilitation guides for designated instructors to deliver the training on the shop floor.

Design with Universality in mind:

- Being relevant from shop floor to top floor, from CEO to machine operators
- all training is designed following the WCAG 2.1 accessibility standards for visually and hearing-impaired employees.
- Work for people in all geographies with low to high internet bandwidth
- Work on desktop and mobile devices

Format and concept should work for all employees from CEO to shop floor employees. If needed, different experience for different audience is delivered (for example, we have dedicated version on Cybersecurity for shop employee due to different types of cybersecurity risks from their work environment).

Keep it Simple:

- Simplistic and universal navigation
- No ambiguity in questions or content
- Strike a balance by avoiding too much video or text

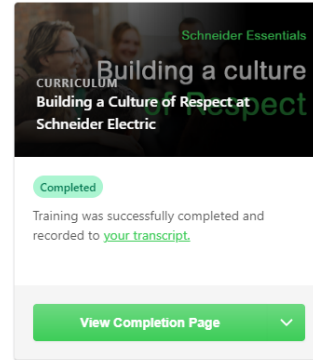
For our deployment team, we put in place processes and tools that ease the deployment efforts and create a consistent experience for all employees across all regions:

- All courses are centrally assigned to the targeted employees from our LMS. No need for managers or local HR teams to manage separately.
- Email digests for all employees and managers are automatically triggered from our LMS as regular reminders during the campaign
- Self-Service dashboards are available for managers and HR teams to track the progression of their teams – they are reminded of the dashboards in the managerial communications as well.

Example: All courses are provided in languages covering >90% of the targeted population.

Contents 19 Trainings

BUILDING A CULTURE OF RESPECT AT SCHNEIDER ELECTRIC	
ONLINE CLASS	Building a Culture of Respect at Schneider Electric
ONLINE CLASS	بناء ثقافة الاحترام / Building a Culture of Respect at Schneider Electric (Arabic)
ONLINE CLASS	建立一种尊重的文化 / Building a Culture of Respect at Schneider Electric (Chinese)
ONLINE CLASS	Формирование культуры уважения / Building a Culture of Respect at Schneider Electric (Russian)
ONLINE CLASS	他人を尊重する文化を構築する / Building a Culture of Respect at Schneider Electric (Japanese)
ONLINE CLASS	Membangun budaya Menghormati / Building a Culture of Respect at Schneider Electric (Indonesian)
ONLINE CLASS	Construir una cultura de respeto / Building a Culture of Respect at Schneider Electric (Spanish)
ONLINE CLASS	การสร้างวัฒนธรรมแห่งความเคารพ / Building a Culture of Respect at Schneider Electric (Thai)
ONLINE CLASS	Xây dựng văn hóa tôn trọng / Building a Culture of Respect at Schneider Electric (Vietnamese)
ONLINE CLASS	Aufbau einer Kultur der Achtung / Building a Culture of Respect at Schneider Electric (German)
ONLINE CLASS	Instaurer une culture du respect / Building a Culture of Respect at Schneider Electric (French)
ONLINE CLASS	Costruire una cultura basata sul rispetto / Building a Culture of Respect at Schneider Electric (Italian)
ONLINE CLASS	Costruire una cultura basata sul rispetto / Building a Culture of Respect at Schneider Electric (Italian)
ONLINE CLASS	Criando uma cultura de respeito / Building a Culture of Respect at Schneider Electric (Portuguese)
ONLINE CLASS	A tisztelet kultúrájának építése / Building a Culture of Respect at Schneider Electric (Hungarian)
ONLINE CLASS	Budowanie kultury szacunku / Building a Culture of Respect at Schneider Electric (Polish)
ONLINE CLASS	Skapa en kultur präglad av respekt / Building a Culture of Respect at Schneider Electric (Swedish)
ONLINE CLASS	Saygı Kültürü İnşa Etmek / Building a Culture of Respect at Schneider Electric (Turkish)



The screenshot shows a course completion notification. At the top, it says 'Schneider Essentials CURRICULUM Building a culture of Respect at Schneider Electric'. Below this, a green 'Completed' badge is displayed. The text states: 'Training was successfully completed and recorded to [your transcript](#).' At the bottom, there is a green button labeled 'View Completion Page' with a downward arrow.

Change Management Efforts

Due to the importance of the topics and their implication to the compliance, cyber and culture risks we are exposed to, we expect 100% completion by all employees. But in Schneider Electric, we do not enforce this through consequence management in the deployment.

Instead, we encourage each employee to #ActLikeOwners to complete the Schneider Essentials courses during the 6-month campaign.

Since the campaign is repeating each year with recurring topics like Principles of Responsibility and Cybersecurity, there are employees questioning the why and challenging from the 'fatigue' on the repeated topics. We addressed these challenges with the following approaches:

from the course design and development: putting the learner in the center of design, we consider this challenge from the start of the course of design and development, especially on the recurring topics, we design to deliver:

- Content with right balance between repeated content to fix the notion and the new updates each year to keep up to date.
- AGES model to layout facts, problem statement, reality checks to surface the "Why" and "What is in it for me"
- For repeated topics, making the training adaptive with knowledge checks in a gamified way at the beginning. Learners that pass the knowledge check do not need to learn the full version but only required to complete the learning focusing on the new updates of the topic.

From communications and change management: ensuring that teams complete Schneider Essentials is a key managerial responsibility of the leadership team and the front-line managers:

- Each topic has a sponsor from the Executive Committee to advocate the topic
- Schneider Essentials topics built into leadership conversations: mention in the company Leadership Pulses, Executive Open Lines, team meetings
- Front-line managers are provided guidelines and toolkits to discuss Schneider Essentials with their teams and receive automated monthly email reminders and dashboards to ease the tracking of the progress
- Employees and managers are encouraged to share what they've learned and the insights gained in the company's social platform Yammer
- Synergy and amplification thru campaigns owned by each topic owner in addition to the global communications campaign for Schneider Essentials. For

example, Principle of Responsibility, Cybersecurity, Anti-Corruption, Well-being and DEI (Diversity, Equity, Inclusion) each have their own campaigns in which Schneider Essentials training are positioned as a key vehicle for deployment.

Measurable Benefits

Schneider Essentials are positioned as a critical means to raise employee awareness on the important topics of the company's business and people strategy, to prevent risks concerning ethical, cultural and cybersecurity topics and to promote responsibility of our employees to protect and grow the company and to deliver our purpose and sustainability commitments.

The outcome of these trainings is clearly linked to our Company's performance. Through Schneider Sustainability Essentials #13 (referred to as SSE#13 hereafter), the company measures and publishes completion rate on ethics (Principles of Responsibility, Anti-Corruption for 'at risk' employees) and cybersecurity trainings, aiming for 100% each year. This commitment is externally audited for annual performance. At the end of 2021, SSE#13 reached 96%.

The courses are well received by our employees. Average satisfaction rate reached 4.7 (max. score is 5) for 2021 courses based on course evaluation scores by employees post-training.

Supporting our objective to generate awareness and understanding of these critical topics, we put even stronger focus on generating substantial impact on driving behavioral changes and actions related to the training topics.

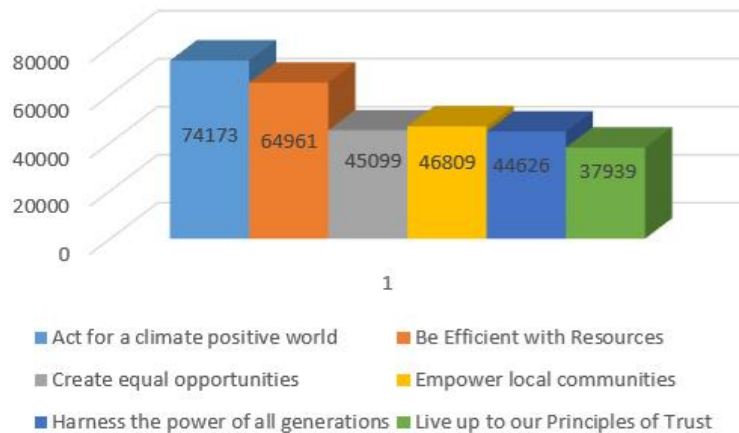
Feedback received from our employees confirm that our 2021 trainings effectively help them to act as 'Integrity ambassador':

- Cybersecurity: 'very much anchored in real life both professional and personal. Did not see the 30mins pass. Way to Go!'
- Principles of Responsibility: 'I love the fact that this course reminds you the basics and makes you use your brain and put yourself in the shoes of colleagues in difficult situations. Love the voice of so many of our colleagues too'
- Anti-corruption: 'The content is simple and easy to understand. This is a must for any Schneider employee'
- Building a Culture of Respect: 'I started that course thinking it would be just "tick the box". I ended up having a transformative experience that really made me rethink the way I interact day to day. I love to be challenged when I learn and that was definitely the case with this course.'

- Sustainability: ‘This session helped me to understand what sustainability is, aware of Global Trends & events aiming to build a sustainable future, the purpose, steps taken by SE, commitments made to contribute towards sustainability, aware of carbon footprint, how to contribute.’

Some more examples to showcase the impact of learning on driving people’s behavioral changes and commitments:

- As part of our Building a Culture of Respect’ SE Essentials course, the employees were asked at end of training if they would call out situations of harassment, understood the channels to report and understood that their behaviors contributed to building a culture of respect. In all questions, the employees positively responded (over 94%). In addition, employees were encouraged to post on the Yammer channel or share with their teams what action they would commit to take post taking this course.
- Another example is ‘Sustainability at the Core of our Purpose ‘course. At the end of the training, employees are providing their commitments to act and contribute in their day-to-day live toward sustainability. Below chart shows summary of the employee commitments and similarly like the Building a Culture of Respect topic, what our employee shared in our company’s social platform Yammer their ‘Sustainability Commitments’



Other qualitative impacts are closely tied to our company’s sustainability performance that are measured and reported each year as part of the company’s published annual performance:

- Schneider Sustainability Impact (SSI) #7: level of confidence of our employees to report behaviors against our Principles of responsibility are at 81% (1st year of measurement setup).

- Schneider Sustainability Essentials (SSE) #16: in 2021, Schneider Electric was in the Top 25% in external ratings for Cybersecurity performance. And this represents a +54% improvement of our external ratings since 2018.
- In 2021, Schneider was awarded the [Ethisphere](#) ‘most ethical company in the world’ for eleven consecutive years and the ‘Grand Prix de la transparence’ in the ESG information category.

Key targets and results

Progress against our 2021-2025 Sustainability commitments

Schneider Sustainability Impact				
Long-term commitments aligned to UN SDGs	2021-2025 programs	Baseline ⁽¹⁾	2021 progress ⁽²⁾	2025 Target
Trust 	6. Strategic suppliers who provide decent work to their employees ⁽³⁾	--	In progress	100%
	7. Level of confidence of our employees to report unethical conduct ⁽³⁾	81%	+0pts	+1pts
Schneider Sustainability Essentials				
Long-term commitments aligned to UN SDGs	2021-2025 programs	Baseline ⁽¹⁾	2021 progress ⁽²⁾	2025 Target
Trust 	12. Deploy a 'Social Excellence' program through multiple tiers of suppliers ⁽³⁾	--	In progress	--
	13. Train our employees on Cybersecurity and Ethics every year	90%	96%	100%
	14. Decrease the Medical Incident rate	0.79	0.65	0.38
	15. Reduce scrap from safety units recalled	4,202	4,024	2,101
	16. Be in the Top 25% in external ratings for Cybersecurity performance	Top 25%	Top 25%	Top 25%
	17. Assess our suppliers under our 'Vigilance Program'	374	1,203	4,000

(1) Generally, the 2020 performance serves as a baseline for Schneider Sustainability Impact (SSI) and Schneider Sustainability Essentials (SSE) 2021-2025 programs.
 (2) Each year, Schneider Electric obtains a "limited" level of assurance from an independent third party verifier for all of the SSI and SSE indicators, in accordance with ISAE 3000 assurance standard (see Independent verifier's report on pages [XXX] to [XXX]). Please refer to pages [XXX] to [XXX] for the methodological presentation of each indicator. The 2021 performance is also discussed in more details in this section.
 (3) 2021 performance is *in progress* for SSI #6 Decent work and SSE #12 'Social Excellence' because the programs are still in development, as well as for SSI #7 Confidence to report unethical conduct because 2021 is the baseline year.

Overall

Over the three years of deployment since 2019, Schneider Essentials have been valued and recognized as an important vehicle to create employee awareness and a common understanding on the critical compliance, ethics and cultural related topics. The outcome of this program has a direct link and impact to the company's sustainability performance and how we deliver our commitment as an 'Impact Company'.

The acceleration of our business transformation and the constant and fast changes of the ethical and cybersecurity threats, coupled with the with Covid pandemic, requires us to continue to keep our employees up to date focusing on the critical areas. Our 2022 campaign has recently kicked off, with the topics selected having a strong link to today's global context and the relevance to the business transformation and the mental health of the employees:

- Trust Charter - newly revamped ethical guidelines replacing Principles of Responsibility
- Cybersecurity – key updates with Schneider Electric's use cases, and dedicated versions for shop floor employees and those working in industrial environments, increasing the relevance of the contents related to employees' day-to-day activity
- Mental Health – a crucial topic to hardwire recovery and self-care for the mental health of all employees to sustain high performance
- The Schneider Electric Story – the transformation of energy and digitation, how it shaped our company's purpose, our sustainability positioning and what do we do to deliver these commitments.
- Anti-Corruption – continue to be deployed to the specific groups of employees exposed to this business risks. The 2022 course will be more adaptive to provide a knowledge check-in at the start since it is a recurring training each year.

To build on the strong deployment over the past three years, 2022 will focus on these key areas:

- Continue to deliver the training with a sticky learning experience, aiming to generate insights and drive the change of behaviors
- Measure the business impact along with the completion and satisfaction rates.

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