



*Swiss chocolate manufacturer combines a passion for sustainability with sound compliance and risk management*

*Employee compliance training is an integral part of Barry Callebaut's quest to ensure future cocoa supplies and improve farmers' livelihoods*

*“SAI Global came into this relationship as a true partner, not as another vendor.”*

—Martijn de Kiewit, *Group Compliance Officer* THE BARRY CALLEBAUT GROUP

#### **AT A GLANCE**

Along with a reputation for supplying the world's best chocolate and cocoa comes the responsibility to help preserve and promote sustainable cocoa farming. In addition to environmental, food safety, and worker health initiatives, Barry Callebaut also faces continuous regulatory, compliance and risk management challenges.

To meet its business objectives and ethical obligations, they're building a solid foundation for managing risk through comprehensive employee training and awareness programmes.

#### *Facts and Figures*

**1.8 MILLION**

tonnes  
sales volume

**53**

factories  
worldwide

**>115,000**

cocoa farmers  
trained

**~10,000**

employees  
worldwide

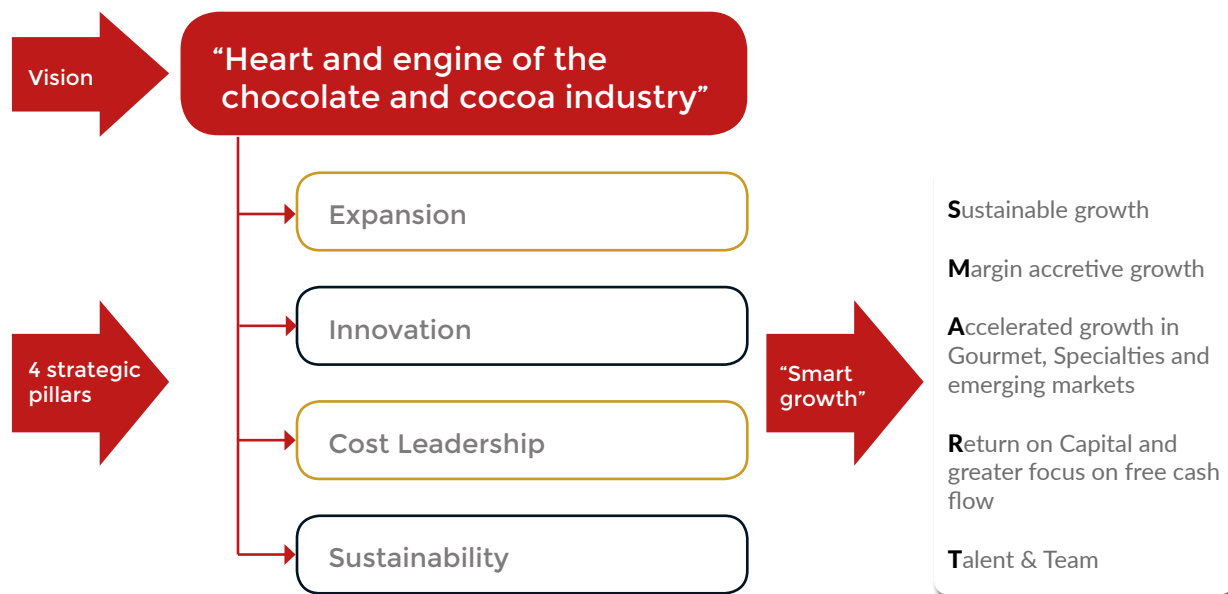
#### **CLIENT BACKGROUND**

The Barry Callebaut Group is the world's leading manufacturer of high-quality chocolate and cocoa products. They rely heavily on innovation to establish world class product development, cocoa processing, marketing and employee training. Proven by their Forever Chocolate Sustainability Strategy, management is committed to make sustainable chocolate the norm, which helps ensure future cocoa supplies and improves farmer livelihoods. Sustainability, one of the company's core growth strategy pillars, is essential for continuous advancement. According to the Group Compliance Officer, Martijn de Kiewit, "Compliance is also a big

part of sustainability." To achieve the company's "smart growth" targets, Martijn and his team are tasked with ensuring all employees remain aware of the many regulatory obligations and compliance risks.

#### **THE CHALLENGE**

Consistent with growing a global business, the organisation faces numerous compliance, regulatory and risk management challenges. The most prominent areas include anti-bribery and corruption legislation, trade controls, privacy laws, work health & safety, environmental, commodity trade enforcement and logistics.



### Barry Callebaut’s 4-pillar long-term growth strategy

To address these issues, management committed to a comprehensive employee training programme. But unlike their peers, they decided to start with an engaging classroom training programme. As a multinational organisation, Barry Callebaut found it difficult to monitor the training effectiveness of their geographically dispersed employees.

A structured approach was required to assure every employee received adequate, timely training. It was critical that employees learned how to identify risks and react to every situation accordingly. To meet this objective, they sought an e-learning tool

that could be tailored to their needs today, while allowing flexibility for future growth.

#### **SOLUTION**

When searching for an e-learning platform, the company’s criteria centered on the quality of the overall training solution in addition to effective learning content. Teams from compliance, legal, and communication were closely involved in the selection process.

After conducting their due diligence, Barry Callebaut found several suitable e-learning providers, some with lower price points than SAI Global. But the leadership team at

Barry Callebaut were determined to partner with a company that could seamlessly blend with their culture of effectively training in an engaging, non-traditional manner. By providing a comprehensive large library of relevant training content, alongside rich customisation capabilities, Barry Callebaut selected SAI Global as their vendor of choice. According to Martijn, SAI Global e-learning tools were an ideal complement to Barry Callebaut’s edutainment culture. In addition to classroom trainings, the compliance team of Barry Callebaut delivered engaging board games and monthly dilemma cases based on real-world situations where employees can vote on the best answer.

With a goal to provide staff with critical information while motivating them to embrace the learning programme, SAI Global’s whiteboard communications provided immediate value for the information security team. The Think B 4 U Click whiteboard tool fit seamlessly into the company culture of communicating critical compliance topics in a positive manner, like cybersecurity. ”

#### **RESULTS**

Prior to launching the new e-learning programme, CEO Antoine de Saint-Affrique sent an email message to all employees, endorsing the programme and encouraging adoption. That endorsement ignited the momentum necessary to make the programme a huge success. They now enjoy a 98% completion rate for their Code of





Conduct e-learning. Training monitoring metrics and processes are standardised across the organisation to ensure awareness and an intelligent view of the company's risks. In addition to a 98% completion rate, there has been almost no negative feedback to date about the e-learning programme – a testament to Martijn and team understanding the needs of his audience.

The option to customise content is also welcome addition. For example, the "Preventing Bribery and Corruption" training is tailored to individuals' functional roles, instead of a generic approach across departments. Upon completion of training, employees are required to pass an exam demonstrating learning retention. Further personalisation enables this module to be

designated as optional for some employees and mandatory for others, depending on their role.

The launch of the different trainings was done in separate batches instead of a complete launch. Martijn explains: "This way we enhanced the communication and discussion between colleagues on the compliance topics. Of course, it also leads to people asking why they haven't received the training (yet), but it meant a kind of continuous attention for the compliance topics, instead of one big bang that quickly dies out."

#### WHY SAI GLOBAL

At the outset, Barry Callebaut had certain requirements that were specific to their unique company culture - these were critical to the success of this project. In the end, Barry Callebaut were delighted with the flexibility that the SAI Global solution was able to provide, leading to satisfaction with their e-learning programme.

According to Martijn de Kiewit, "One of the biggest benefits of working with SAI Global was working with their project management team. They came into this relationship as a true partner, not as another vendor. They addressed our issues in a timely manner and offered outstanding support during the development and implementation of the programme."

## ABOUT SAI GLOBAL

At SAI Global, we help organisations proactively manage risk to achieve business excellence, growth, sustainability and ultimately, create trust.

Our integrated risk management solutions are a combination of world-class tech platforms, services and advisory capabilities that operate across the entire lifecycle allowing businesses to focus on opportunities presented by uncertainty. Together, these tools and knowledge enable customers to develop a

holistic, integrated view of risk. In Australia, we are also a leading provider of settlement related services; company, personal and property information.

SAI Global's head office is located in Sydney, Australia. We employ more than 2000 people across 28 countries and 51 locations across Europe, the Middle East, Africa, the Americas, Asia and the Pacific.

*For more information, visit [www.saiglobal.com](http://www.saiglobal.com)*

