

Changing the conversation about compliance

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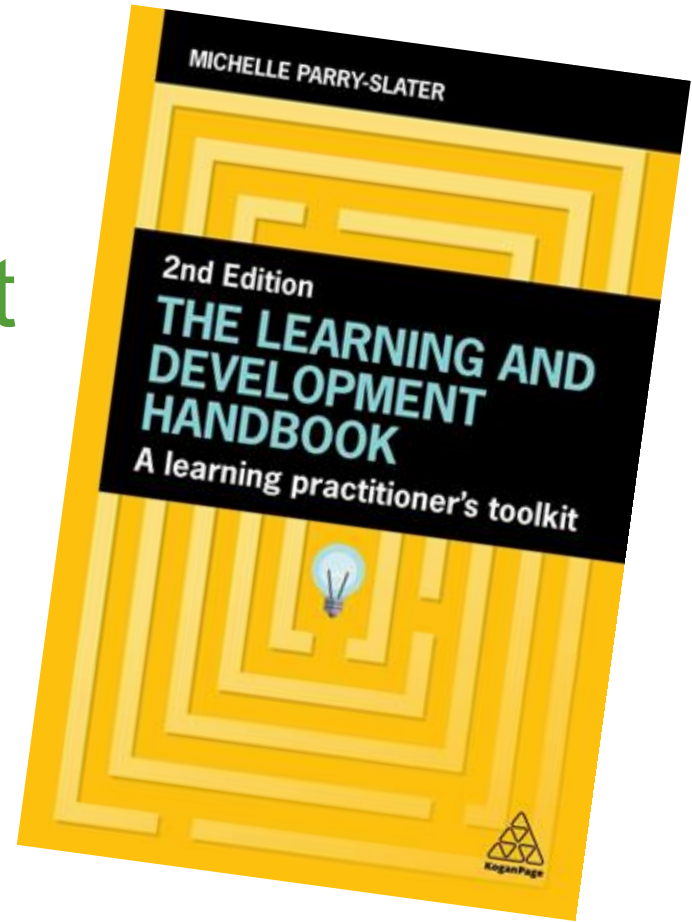
Learning Uncut Website



Michelle Parry-Slater LinkedIn

ALT TEXT: Photo of me holding my book, images of my fellowships , QR codes for website & LinkedIn

The L&D Handbook for practical ideas on Learning & Development



What word
comes to mind...

Slido.com
#CLC926



Compliance Training has an image problem



ALT TEXT: dull brown vulture bird with a piercing stare

What would
compliance
training look
like if it were
THE best
learning
experience?



ALT TEXT: Two colourful rainbow lorikeets on a feeding dish with the zookeeper behind

Compliance training is L&D's shop window



ALT TEXT: A shop window with a metal bench out front and a sign in the window on a green background which reads 'What are we putting in the shop window?'

Hands up if
you want to
go to jail?



The *Learning Uncut* podcast

OUT
NOW



Elevate

EPISODE 35

Elevating Compliance Learning



Michelle Parry-Slater & Michelle
Ockers

ALT TEXT: A green to blue to purple graduated background on which Michelle Parry-Slater & Michelle Ockers black and white photos advertise Learning Uncut podcast Elevate episode 35, Elevating Compliance Learning

Legislative Changes

LEGISLATIVE CHANGE

United Kingdom: Worker Protection (Amendment of Equality Act 2010) Act 2023, in force October 2024

The UK introduced its own proactive duty in October 2024, requiring employers to take positive steps to prevent sexual harassment before it occurs. Tribunals now have the power to increase compensation by up to 25% where employers are found to have failed this duty, and the EHRC's statutory code of practice is explicit that a policy alone is not sufficient and that a one-off training course does not constitute a reasonable preventative step.

LEGISLATIVE CHANGE

United Kingdom: Employment Rights Bill, coming October 2026

The UK is tightening the standard further still. From October 2026, the Employment Rights Bill shifts the employer's duty from reasonable steps to all reasonable steps to prevent harassment. Legal commentary has been explicit: a completion certificate dated months before an incident will not demonstrate that all reasonable steps were taken, and if anything, it demonstrates the opposite: that the organisation prioritised a record of completion over genuine readiness.

LEGAL CASE

Allay (UK) Ltd v Mr S Gehlen: UKEAT/0031/20/AT

An employee suffered regular racist harassment from a colleague. The employer pointed to equality and diversity training as its defence, but the Employment Appeal Tribunal found the training had become stale and ineffective after 20 months, staff had clearly forgotten it as racist behaviour and the failure of bystanders to report it showed. The training had included one slide on harassment and made clear what employees should do if they heard unacceptable remarks, and they all failed to follow that guidance. The court's conclusion was precise: if training does not change behaviour, it does not satisfy the reasonable steps defence. This is the definitive UK ruling on the shelf life of compliance training, and it establishes that annual, once-and-done compliance training has a legal expiry date.

Ref: <https://www.gov.uk/employment-appeal-tribunal-decisions/allay-uk-ltd-v-mr-s-gehlen-ukeat-slash-0031-slash-20-slash-at>

What does the research say....

National Library of Medicine

Psychological safety showed a strong positive association with mental well-being

Project Aristotle at Google

Google found that teams with high psychological safety outperformed others by 27%

CIPD & Welliba research

Irish organisations investing in employee wellbeing were 4 times more profitable and rated more positively by employees

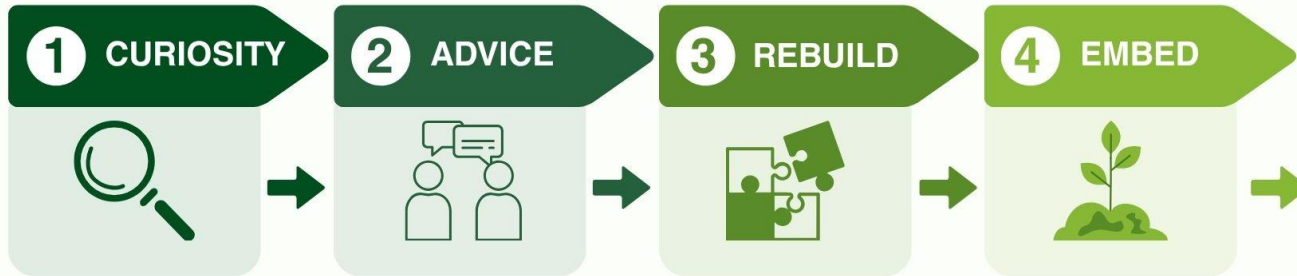
Oxford Uni Wellbeing Research Centre

Researchers found that employees who reported higher levels of happiness were more productive



CARE Compliance

Compliance Training Transformation



COMPLIANCE CONFIDENCE

Confidence that your organisation is doing the right thing, the right way

CARE Compliance to transform your compliance training



CARE
Compliance

Compliance Training Transformation



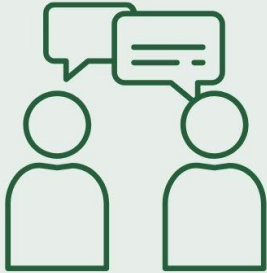
COMPLIANCE CONFIDENCE

Confidence that your organisation is doing the right thing, the right way, every day.



- Research and understand your current state
- Are you legal?
- Are you safe?
- No assumptions!

2 ADVICE



- Get expert advice
- Speak to your governance and risk teams
- Speak to your auditors
- Be your own critical friend



- Tweak & blend what you have
- Refresh and add
- Rebuild from scratch
- Form a campaign
- Build a culture



- Compliance is every day, not once a year!
- Add a safety moment to meetings
- Openly report near misses and share stories

The Expectation Effect





What surprised you
today about changing
the conversation around
compliance?

Changing the Conversation with Compliance

Thinking Questions examples

Thinking Partnerships and Coaching
will help with your next steps

1. When did you last ask your people whether your compliance training actually changed what they do, not just what they know?
2. Whose voice is missing from your compliance content: the people living the risk day to day, or the people who wrote the policy?
3. When did you last redesign your compliance training around a real incident, rather than a new regulation?
4. Six months after training, what still exists to remind people what doing the right thing looks like in the moment it matters?



"Michelle Parry-Slater provided 121 coaching support which I found extremely beneficial, gently challenging at times, and helped me to build confidence."

Helen Griffin, Director People & Culture
Hearing Dogs for Deaf People

Takeaways

- Change the conversation on compliance
- The law needs more proof that boxes ticked
- People are more productive when organisations care for them
- Compliance needs to be lived daily, not endured annually

Read our Compliance Blogs



Launching Learning Uncut's New Product



Read all our blogs
on our website



ALT TEXT: images of blog cover photos and QR codes

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Planting modern learning seeds from 1st July 2014



KAIROS
Modern Learning



Learning Uncut

ALT TEXT: a brown seed sprouting three sticks and a few leaves.