

# LIST OF TRAINING COURSES

All our courses are presented in person or in “live” virtual sessions, depending on the needs and location of our clients. Certain courses are also available on our learning platform in video format. Click on this [link](#) to view our learning platform.

## FOUNDATIONAL TRAINING COURSES

### BOARD AND EXECUTIVE MANAGEMENT

Name of course	Content
Duties of directors, executives and members of a governing body	<ul style="list-style-type: none"><li>▪ <b>Duties of company directors and prescribed officers</b><ul style="list-style-type: none"><li>▪ Common law duties</li><li>▪ The Companies Act of 2008</li><li>▪ Defining directors and prescribed officers</li><li>▪ Legal responsibilities and liability</li><li>▪ Being intellectually honesty</li></ul></li><li>▪ <b>Ethical leadership</b><ul style="list-style-type: none"><li>▪ Case studies</li></ul></li></ul>
Ethical leadership	<ul style="list-style-type: none"><li>▪ <b>Ethics vocabulary</b><ul style="list-style-type: none"><li>▪ Defining behavioural ethics</li><li>▪ Ethical dilemmas</li><li>▪ Value-based decision-making</li></ul></li><li>▪ <b>Creating an organisational culture of integrity</b><ul style="list-style-type: none"><li>▪ Ethics management best practices</li><li>▪ The King IV Report</li><li>▪ The Ethics &amp; Compliance Initiative</li></ul></li><li>▪ <b>Tone at the top</b><ul style="list-style-type: none"><li>▪ The characteristics of an ethical leader</li></ul></li></ul>

	<ul style="list-style-type: none"> <li>▪ Case studies</li> </ul>
<p><b>Anti-corruption, corporate and ethics governance for top management</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Imperatives for preventing corruption and being ethical</b> <ul style="list-style-type: none"> <li>▪ Best-practice guidelines</li> <li>▪ Local and international research and legislation</li> </ul> </li> <li>▪ <b>Explanation of high-risk occupational crimes</b> <ul style="list-style-type: none"> <li>▪ Corruption, fraud and anti-competitive behaviour</li> <li>▪ Conflicts of interest</li> </ul> </li> <li>▪ <b>Practising good corporate governance</b> <ul style="list-style-type: none"> <li>▪ Introduction to the King IV Report</li> <li>▪ Implementing a compliance framework</li> </ul> </li> <li>▪ <b>Creating a culture of integrity</b> <ul style="list-style-type: none"> <li>▪ Setting the example</li> <li>▪ Creating a safe environment for optimum performance</li> <li>▪ Governance of ethics</li> </ul> </li> <li>▪ <b>Cost-benefit analysis – does it pay to be ethical?</b></li> </ul>
<p><b>Corruption and fraud prevention</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Imperatives for preventing corruption and being ethical</b></li> <li>▪ <b>Explanation of high-risk occupational crimes</b> <ul style="list-style-type: none"> <li>▪ Corruption and forms of corruption</li> <li>▪ Fraud and conflicts of interest</li> </ul> </li> <li>▪ <b>Duties of the Social and Ethics Committee</b></li> <li>▪ <b>Anti-corruption policies and tools</b></li> <li>▪ <b>Anti-corruption best practice standards</b></li> <li>▪ <b>Cost-benefit analysis – does it pay to do honest business?</b></li> </ul>

## SENIOR AND MIDDLE MANAGEMENT

Name of course	Content
<p><b>Prevention of corruption and promoting ethical behaviour in the workplace</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Module 1: Imperatives for preventing occupational crimes and unethical behaviour</b> <ul style="list-style-type: none"> <li>▪ Cost of criminal, unethical and dishonest behaviour</li> <li>▪ Reasons for crime and unethical behaviour</li> </ul> </li> <li>▪ <b>Module 2: Preventative measures</b> <ul style="list-style-type: none"> <li>▪ Corporate governance</li> <li>▪ The elements of a compliance framework – international standards</li> <li>▪ Consequences of non-compliance</li> </ul> </li> <li>▪ <b>Module 3: Promoting organisational ethics</b> <ul style="list-style-type: none"> <li>▪ Behavioural ethics</li> <li>▪ How to create a culture of integrity</li> <li>▪ Cost-benefit analysis</li> </ul> </li> </ul>
<p><b>Ethical leadership</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Ethics vocabulary</b> <ul style="list-style-type: none"> <li>▪ Defining behavioural ethics</li> <li>▪ Dealing with ethical dilemmas and conflicts of interest</li> <li>▪ Value-based decision-making</li> </ul> </li> <li>▪ <b>Creating an organisational culture of integrity</b> <ul style="list-style-type: none"> <li>▪ Ethics management best practices</li> <li>▪ The King IV Report</li> <li>▪ The Ethics &amp; Compliance Initiative</li> </ul> </li> <li>▪ <b>Tone at the top</b> <ul style="list-style-type: none"> <li>▪ The characteristics of an ethical leader</li> <li>▪ Case studies</li> <li>▪ Encouraging whistle-blowing: psychological safety</li> </ul> </li> </ul>

<p><b>Being an ethical manager</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Definition of behavioural ethics</b></li> <li>▪ <b>Cost-benefit analysis</b> <ul style="list-style-type: none"> <li>▪ Does it pay to be ethical?</li> </ul> </li> <li>▪ <b>Ethics vocabulary</b></li> <li>▪ <b>Ethical decision-making</b></li> <li>▪ <b>Being an ethical manager</b> <ul style="list-style-type: none"> <li>▪ Living your values <ul style="list-style-type: none"> <li>▪ Having personal integrity</li> <li>▪ Respectful communication</li> </ul> </li> </ul> </li> <li>▪ <b>The qualities of an ethical leader</b></li> <li>▪ <b>Managing organisational ethics</b> <ul style="list-style-type: none"> <li>▪ Consequence management</li> </ul> </li> </ul>
<p><b>Anti-corruption Compliance for Managers</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Imperatives for preventing corruption and promoting an ethical culture</b> <ul style="list-style-type: none"> <li>▪ Local and international research and legislation</li> </ul> </li> <li>▪ <b>Explanation of high-risk occupational crimes</b> <ul style="list-style-type: none"> <li>▪ Corruption, fraud and anti-competitive behaviour</li> <li>▪ Theft and dealing with confidential information</li> </ul> </li> <li>▪ <b>How to recognise corruption and fraud</b> <ul style="list-style-type: none"> <li>▪ Red flags</li> <li>▪ The reasons for dishonesty and unethical behaviour</li> </ul> </li> <li>▪ <b>Anti-corruption compliance frameworks</b> <ul style="list-style-type: none"> <li>▪ Best practice guidelines</li> <li>▪ Due diligence scrutiny of third parties</li> </ul> </li> <li>▪ <b>Cost-benefit analysis</b></li> </ul>

## STAFF AND KEY SUPPLIERS

Name of course	Content
<b>Blowing the whistle</b>	<ul style="list-style-type: none"> <li>▪ <b>Imperatives for reporting crime and irregularities</b></li> <li>▪ <b>Your ethical duty to report</b></li> <li>▪ <b>How to blow the whistle safely</b> <ul style="list-style-type: none"> <li>▪ What happens when you report</li> <li>▪ Making a protected disclosure</li> <li>▪ What to say</li> <li>▪ Acting in good faith</li> <li>▪ Reporting policies</li> </ul> </li> <li>▪ <b>Legal protection for whistle-blowers</b> <ul style="list-style-type: none"> <li>▪ What to do when you suffer “occupational detriment”</li> </ul> </li> <li>▪ <b>Obligation of the employer</b> <ul style="list-style-type: none"> <li>▪ The Protected Disclosures Amendment Act</li> </ul> </li> </ul>
<b>Ethics in action (how to be ethical at work)</b>	<ul style="list-style-type: none"> <li>▪ <b>Behavioural ethics</b></li> <li>▪ <b>Ethical decision-making</b></li> <li>▪ <b>Organisational and personal values</b></li> <li>▪ <b>Putting organisational values in context</b> <ul style="list-style-type: none"> <li>▪ Living the values at work</li> </ul> </li> <li>▪ <b>Having personal integrity</b></li> <li>▪ <b>Being honest</b></li> <li>▪ <b>Showing respect</b></li> </ul>
<b>Prevention of corruption and dishonesty</b>	<ul style="list-style-type: none"> <li>▪ <b>How crime and dishonesty impact your salary and job security</b></li> <li>▪ <b>Understanding workplace crimes</b> <ul style="list-style-type: none"> <li>▪ Defining corruption and extortion</li> <li>▪ Defining fraud and price-fixing</li> <li>▪ Theft and abuse of company property</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>▪ Dealing with confidential and private data</li> <li>▪ <b>How to recognise corruption and occupational crimes</b> <ul style="list-style-type: none"> <li>▪ Red flags</li> </ul> </li> <li>▪ <b>Your role in preventing corruption and unethical behaviour</b> <ul style="list-style-type: none"> <li>▪ Dealing with excuses for paying a bribe</li> </ul> </li> <li>▪ <b>Reporting wrongdoing at work</b></li> </ul>
<p><b>The ethics of social media</b></p>	<ul style="list-style-type: none"> <li>▪ <b>The ethical dimensions of social media</b> <ul style="list-style-type: none"> <li>▪ Basic ethics vocabulary</li> <li>▪ Protecting your reputation and the good name of your employer</li> </ul> </li> <li>▪ <b>Social media definitions</b></li> <li>▪ <b>Risks associated with social media</b> <ul style="list-style-type: none"> <li>▪ Case law</li> <li>▪ Costs</li> </ul> </li> <li>▪ <b>Guidelines for using social media</b></li> </ul>
<p><b>Respectful and professional communication in the workplace</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Non-verbal communication</b> <ul style="list-style-type: none"> <li>▪ Showing good manners and respect</li> <li>▪ Body language</li> <li>▪ Looking the part</li> <li>▪ Personal brand and reputation</li> </ul> </li> <li>▪ <b>Verbal communication</b> <ul style="list-style-type: none"> <li>▪ The impact of our words</li> <li>▪ Telephone and email communication</li> <li>▪ Assertive communication</li> <li>▪ Being professional during online meetings</li> <li>▪ The use of social media</li> </ul> </li> <li>▪ <b>Practical exercises and group work</b></li> </ul>

## ENTRY LEVEL EMPLOYEES AND UNSCHOOLED LABOUR

Name of course	Content
<b>Understanding why corruption is wrong</b>	<ul style="list-style-type: none"><li>▪ <b>Explaining</b><ul style="list-style-type: none"><li>▪ Corruption</li><li>▪ Fraud</li><li>▪ Theft and abuse of property</li></ul></li><li>▪ <b>The consequences of these crimes</b></li><li>▪ <b>Why there are no good excuses to pay a bribe</b></li><li>▪ <b>Reporting crimes at work</b></li></ul>
<b>Ethics in action (how to be ethical at work)</b>	<ul style="list-style-type: none"><li>▪ <b>Behavioural ethics</b></li><li>▪ <b>Values and different morals at work</b></li><li>▪ <b>Understanding organisational values</b><ul style="list-style-type: none"><li>▪ Living these values at work</li><li>▪ Having personal integrity</li><li>▪ Being honest</li><li>▪ Showing respect</li></ul></li><li>▪ <b>Why it pays to be ethical</b></li></ul>

# SPECIALIST PROGRAMMES

## MEMBERS OF SOCIAL AND ETHICS BOARD COMMITTEES

Name of course	Content
<p><b>Responsibilities and rights of Social and Ethics Committees</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Imperatives for a Social and Ethics Committee</b></li> <li>▪ <b>Duties of company directors and prescribed officers</b></li> <li>▪ <b>Duties and mandate of the Social and Ethics Committee</b></li> <li>▪ <b>Establishment of a Social &amp; Ethics Committee</b> <ul style="list-style-type: none"> <li>▪ Regulation 43 of the Companies Act</li> <li>▪ Principle 8 of the King IV Report</li> </ul> </li> <li>▪ <b>Functions of the SEC</b> <ul style="list-style-type: none"> <li>▪ Monitoring functions and additions by King IV</li> <li>▪ Reporting framework of the SEC</li> <li>▪ The powers, rights and resources of the SEC</li> <li>▪ Terms of reference of the SEC</li> </ul> </li> <li>▪ <b>Best-practice guidelines</b> <ul style="list-style-type: none"> <li>▪ The SA Prevention and Combating of Corrupt Activities Act</li> <li>▪ International legislation</li> <li>▪ Best practice standards The UNGC Anti-corruption Management Tool</li> </ul> </li> <li>▪ <b>Principles of a high-quality anti-corruption and ethics programme</b> <ul style="list-style-type: none"> <li>▪ <b>US Ethics &amp; Compliance Initiative</b></li> </ul> </li> <li>▪ <b>Ethics management</b> <ul style="list-style-type: none"> <li>▪ King IV Report</li> </ul> </li> </ul>



## ETHICS AND COMPLIANCE FOR COMPLIANCE OFFICERS

Name of course	Content
<p><b>Ethics and compliance for compliance officers</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Imperatives for ethical behaviour</b> <ul style="list-style-type: none"> <li>▪ Cost of criminal, unethical and dishonest behaviour</li> <li>▪ International and local research and surveys</li> </ul> </li> <li>▪ <b>High-risk occupational crimes</b></li> <li>▪ <b>Best-practice guidelines</b> <ul style="list-style-type: none"> <li>▪ UN Global Compact</li> <li>▪ US Federal Sentencing Guidelines</li> <li>▪ UK Bribery Act</li> <li>▪ SA Prevention and Combating of Corrupt Activities Act</li> <li>▪ SA Companies Act</li> <li>▪ International prosecutions: case studies</li> </ul> </li> <li>▪ <b>Compliance and corporate governance</b> <ul style="list-style-type: none"> <li>▪ Legal enforceability of the King Reports</li> <li>▪ Elements of a compliance framework</li> <li>▪ Due diligence requirements</li> </ul> </li> <li>▪ <b>Governance of corporate ethics</b> <ul style="list-style-type: none"> <li>▪ Ethics vocabulary</li> <li>▪ Ethical dilemmas and decision-making</li> <li>▪ King IV recommendations</li> <li>▪ Steps of an ethics management programme</li> </ul> </li> <li>▪ <b>Cost-benefit analysis – does it pay to be ethical?</b></li> </ul>

# SPECIALIST PROGRAMME FOR ETHICS OFFICERS AND ETHICS CHAMPIONS

Name of course	Content
<p><b>Module 1:</b> <b>Understanding the impact of occupational crimes and unethical behaviour</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Imperatives for preventing corruption and promoting an ethical culture</b> <ul style="list-style-type: none"> <li>▪ Local and international research and legislation</li> </ul> </li> <li>▪ <b>Explanation of high-risk occupational crimes</b> <ul style="list-style-type: none"> <li>▪ Corruption, fraud and anti-competitive behaviour</li> <li>▪ Theft and dealing with confidential information</li> </ul> </li> <li>▪ <b>How to recognise corruption and fraud</b> <ul style="list-style-type: none"> <li>▪ Red flags</li> <li>▪ The reasons for dishonesty and unethical behaviour</li> </ul> </li> <li>▪ <b>Anti-corruption compliance frameworks</b> <ul style="list-style-type: none"> <li>▪ Best practice guidelines</li> </ul> </li> </ul>
<p><b>Module 2:</b> <b>The qualities of an Ethics Ambassador</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Behavioural ethics</b> <ul style="list-style-type: none"> <li>▪ Morals and values</li> <li>▪ Organisational ethics</li> <li>▪ Ethics codes and related policies</li> </ul> </li> <li>▪ <b>Value-based decision-making</b> <ul style="list-style-type: none"> <li>▪ Ethical dilemmas and grey areas</li> <li>▪ Ethical decision-making theories</li> </ul> </li> <li>▪ <b>The qualities of an Ethics Officer and Ambassador</b> <ul style="list-style-type: none"> <li>▪ Having personal integrity</li> <li>▪ Honesty case study</li> <li>▪ Showing respect</li> <li>▪ Leading with kindness - case study</li> <li>▪ Creating psychological safety in the workplace</li> <li>▪ Promoting whistle-blowing</li> </ul> </li> </ul>

**Module 3:**  
**Building a culture of integrity**

- **What an ethical culture looks like**
  - The impact of environmental influences on ethical behaviour
  - The prison experiments - case studies
- **Creating ethics management structures**
- **Ethics-related policies**
- **Consequence management**
  - Investigating cases of unethical behaviour
  - Reporting to staff and stakeholders
- **The benefits of an ethical culture**
- **Action points**