# Nordic GRC Executive Survey 2023

## a Nordic survey on policy implementation and compliance

# "Are we compliant – for real?"

carried out by Norstat on behalf of

# JUNGLEMAP

# Innehåll

![JUNGLEMAP]

## Introduction – It's time to be compliant for real

According to 8 out of 10 managers in this Nordic survey, the demands for compliance with policies and guidelines are increasing. Both from authorities, customers, and coworkers.

Many claim that it's fairly easy to produce guidelines and policies, but harder to reach out in the organisation, and even harder to measure and evaluate how the policies are being received.

This survey clearly shows that it's a challenge for many companies to actually know if they 'walk the talk'. I suspect that there's also a misconception among many Nordic business leaders. We think that we are compliant – but we don't really know.
And this comes as no surprise. Our survey shows that more than 6 out of 10 leaders say that it is hard or very hard to follow up and measure policy compliance. A majority refers to lack of time and resources. And tools.

To put it simple, this report show that many organisations don't have the capability to find out if their coworkers are policy compliant for real.

Through our method NanoLearning, Junglemap offers support all along the policymaking process and we think that this policy implementation gap is overlooked. It seems like there might be a bit of FOFO – Fear of Finding Out – in many organisations.

With this report we want to contribute to a discussion on how more companies and organisations can make sure that they follow their own policies and regulations. Authorities won't be satisfied with policies that all employees have read once and then checked a box saying that they comply. And neither will our customers.

**It´s time to be compliant – for real.**

Gustav Berghog, CEO Junglemap

## 1. Increased demands for policy compliance

As many as 8 out of 10 executives say that the demand for policy compliance has increased during the last five years.

The demands and expectations come from different places. To have policies in place and to be policy compliant is about living up to regulatory and business demands.

Close to half of the executives in this survey say that the main drivers for policy implementation and compliance are various certifications (47%) and customer demands. There's also an expectation from employees (44%) as an underlying reason, as well as competitive advantages (28%).



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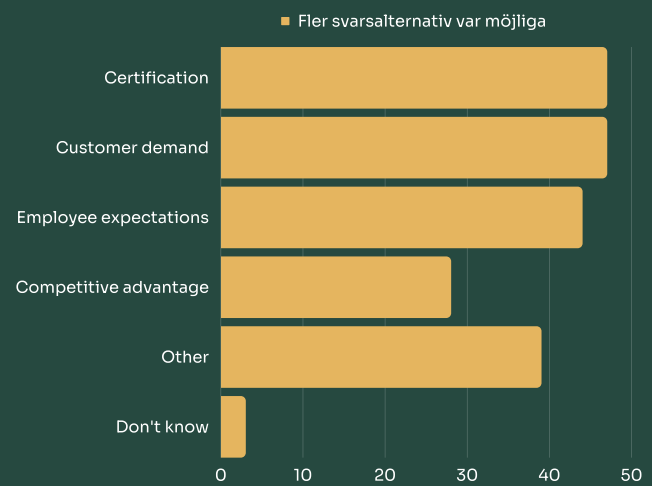
Many of the executives in the survey refers to a combination of regulatory demands and employee and organisational expectations to be true to core values, being an attractive employer and to have a positive impact on society.

## 2. Policies are in place

Along with the increased demand for policies, certifications and standards, there's a question of whether organisations have all the policies they need.

A vast majority (64%) in this survey claim that they have the policies that they need in place, while 35% say that they do to some extent. However, there's a clear difference between CEO:s and HR-managers, where CEO:s to a larger extent think that the needed policies already are in place.

It's also tangible that C-level managers in smaller companies refer to a fewer number of policies than C-level managers in companies with over 200 employees. With an increase in demand for supply chain policy compliance, it's likely that more small and medium sized companies will need to review what policies they need to be compliant to.

Delvis
35%

Yes
64%

No
1%
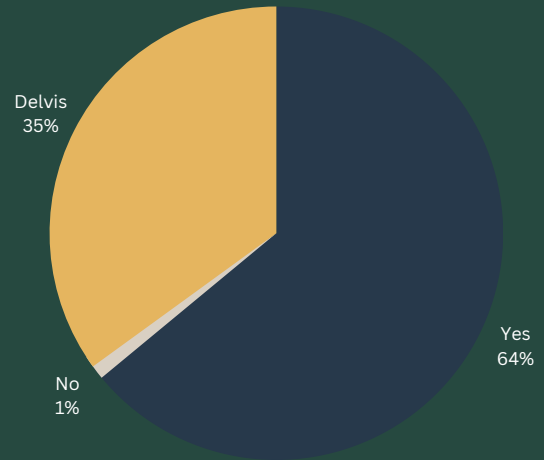
## 3. The outreach challenge

Yes very hard
5%

Yes fairly hard
38%

No not that hard
51%
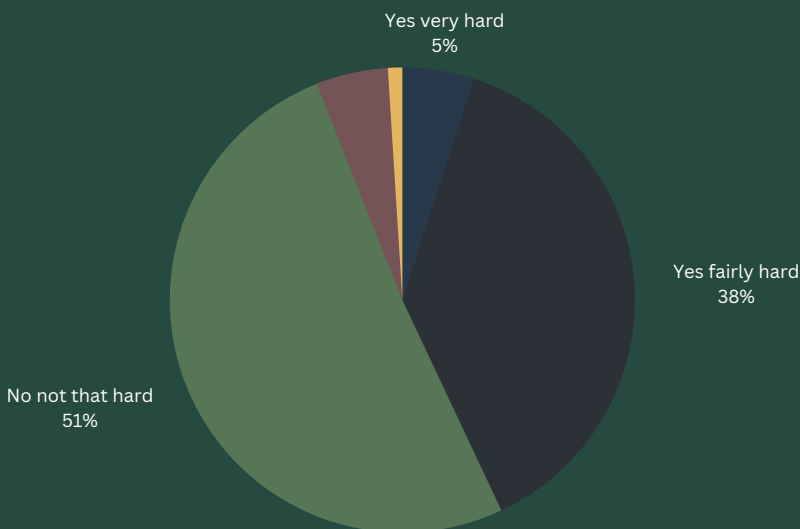
Producing a policy document is one thing. Implementing it in the organisation is another. When asked whether it is a challenge reaching out in the organisation, 43% say that it's fairly hard (38%) or very hard (5%) to reach out, but at the same time more than half (56%) thinks it's not hard at all.

Once again there is a gap between CEO:s and HR-managers where significantly more HR-managers in larger organisations think that it's hard to communicate policies in the organisation. Well known factors such as information overload, geographical distances, and organisational differences are frequently mentioned, as well as lack of time in organisations under pressure.

## 4. Evaluation and effect measurement – lack of processes and tools

Communicating top down does not always equal to getting across. How do organisations know that the communicated policies and guidelines have been received and are met with compliance? The short answer according to this study: they don't.
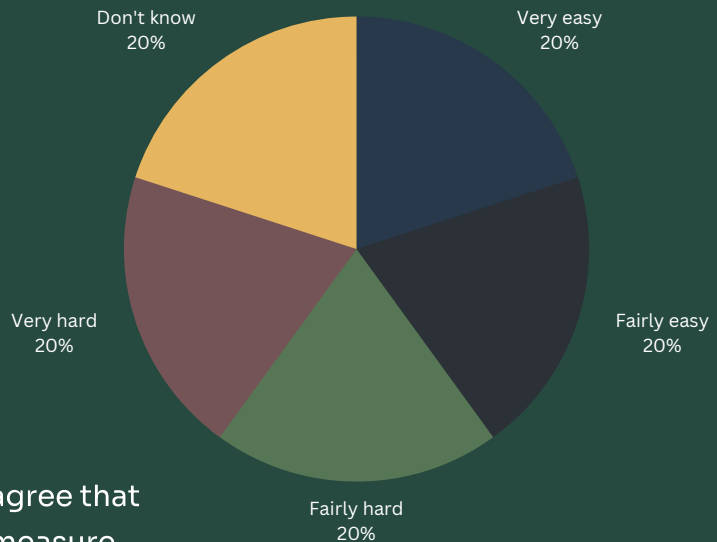


A vast majority of the respondents agree that it is fairly (62%) or very hard(5%) to measure and follow up organisational compliance. Once again there's a difference between CEO:s and HR-managers.
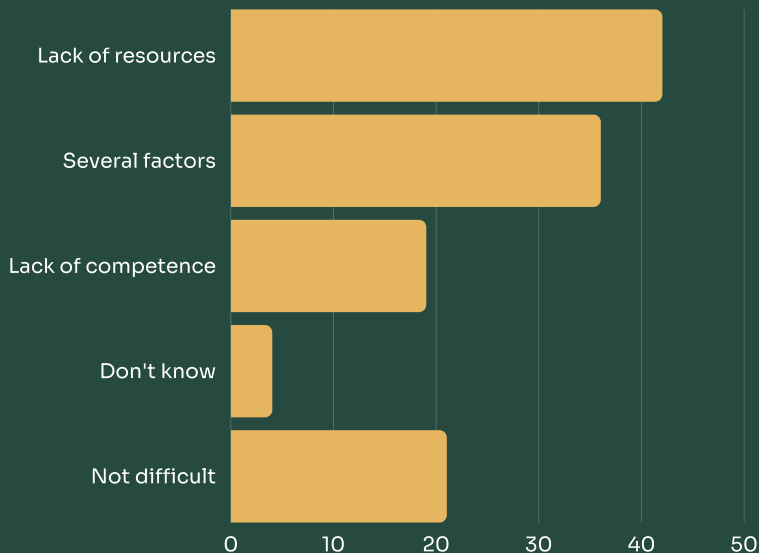


### Lack of resources

Overall, lack of resources (42%) is being mentioned as the main obstacle for producing, communicating and following up policy compliance. As many as 36% mention factors like the lack of processes and tools for measurement, information overload and the number of policies as obstacles.

Many c-level managers in the survey also say that there's a challenge in evaluating compliance in the first place.

## 5. Key areas – Code of Conduct and Sustainability on top

In this survey we also asked what type of policies are the most pressing ones. According to C-level managers in the Nordics, ethical guidelines such as equal treatment, diversity, and codes of conduct are the most important (82%) followed by sustainability policies (51%).

Other policies mentioned evolve around Environment, Health and Safety (EHS).
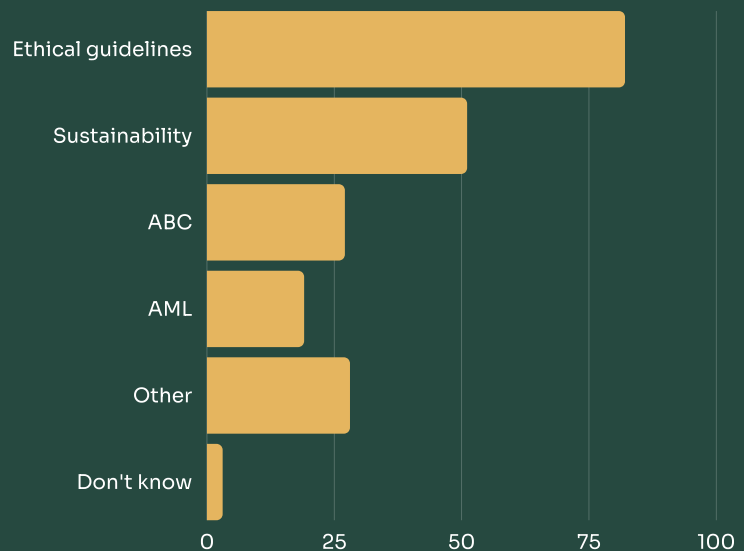


## About this survey

This survey is conducted by Norstat on behalf of Junglemap and was carried out in August 2023 among C-level managers in Norway, Sweden and Finland. The two main categories of respondents were CEO:s (34%) and HR-managers (38%). The largest share of CEO:s represents small and medium sized enterprises, while the HR-managers represent companies with more than 200 employees.

The survey provides a broad picture of the challenges in various large organisations. Almost half (46%) of the respondents are active in companies with over 200 employees and 35% in companies with up to 50 employees.

## Want to know more – get in touch!