# EMPLOYEE ACTIVISM

## Navigating Conflict for Positive Change

# Executive Summary

Employee activism is now a mainstay of corporate life and is set to intensify in the coming years. However, most companies are not well prepared to handle the potential avalanche of conflict and disputes arising from clashes between employees and employers. To mitigate the impact of this and to engage better with their workforce, organisations need to consider an integrated approach to disputes and dialogue which includes:

**1**

arming managers with conflict skills,

**2**

ensuring training is emotionally challenging,

**3**

using external experts to facilitate dialogue,

**4**

proactively managing disputes and

**5**

bringing it together as part of an integrated strategy.

## Contents

# What Are We Talking About?

> **Can I just ask, why has there been no public statement from this company condemning the literal genocide taking place in Gaza at the moment?**

Instances of activist employees colliding with corporate policy are increasingly common. In fact, Gartner predicts that workplace conflict will hit an all-time high in 2024 due to geopolitical crises, trade union activity, climate change, DEI policies and the fact that 50% of the word is facing one national election (4 billion people in 60 elections).[1]

Furthermore, a 2023 survey by global law firm Herbert Smith Freehills reports that 59% of employers in the UK expect employee activism to increase in the future.[2]

This was a question asked by an employee at a UK-based financial services company in March 2024. The chief executive, taken by surprise, offered no immediate answer and stated that the current approach was in line with company policy with the possibility for staff discussion down the line.

This is a perfect example of the challenges facing a growing number of large organisations. The individual raising the issue will likely start to advocate for their position with their manager and colleagues. This puts managers in an awkward position as they struggle to straddle adhering to company policy while also engaging with their team member. Equally, there may be others who hold a different view, and now feel unsettled or unsafe. The potential for this to spark wider discord is real.

The same research shows prominent issues such as sexual harassment and workplace bullying are back on the agenda with a lot of complaints involving employees using social media to publicly air those grievances.

Organisations need to realise that employee activism, whether at an individual or collective level, is here to stay. How they integrate and engage with it, at all levels, can have a wide-reaching implication on a company's fortunes.

The reality, however, is that most companies are not well-equipped for the increased intensity and frequency of clashes between employee activism and corporate action, or inaction. At the heart of this lack of readiness is a poor understanding of the dynamics of quality dialogue in the organisations and of all and appropriate dispute mitigation pathways.

# The Duality of Employee Activism

At CEDR (Centre for Effective Dispute Resolution), we define employee activism as:

> *"action taken at an individual and collective level, both within and outside the organisation, on a wide range of issues from wrongdoing to wider social and ethical concerns with a view to challenging the policies and stances of the organisation."*

Breaking down the internal and external components, the following four elements are important to note.

## Internal Action

1. **IndividualIssues** - This is where there is perceived or actual wrongdoing at an individual level. This can be instances of harassment, bullying and discrimination as well as concerns over an individual's circumstance as it relates to hybrid working for example.

2. **Individual and Collective Values** – This is where there is a clash between employees and fellow colleagues, or employees and the employer at both an individual and collective level. Examples of this include interpersonal conflicts over political and cultural issues and groups of employees mobilising to take a collective stance or group action against the organisation because of divergent views on a company's stances or policy.

Here, employees are using channels such as company and team meetings, feedback to managers, informal discussions with colleagues and online forums. Sophisticated internal tools, originally designed to enhance collaboration can also be used to mobilise collective responses incredibly fast and across a global workforce.

## External Action

3. **Individual and Collective Action** – It is increasingly common for employers to take to social media platforms such as X (formerly Twitter) and TikTok to speak out about the organisation or leak sensitive information or go direct to reporters in traditional media.

4. **Action by Other Stakeholders** – These can include NGOs (non-governmental organisation), community groups, trade unions, consumer groups and activist shareholders who are vocal on specific issues and projects.

Examples of the former include a trend of Gen Z employees 'loud quitting' on TikTok[3] and broadcasting meetings where they either resign or are laid off with a view to, in their minds, boosting workplace transparency. Another includes published letters such as 4000 Salesforce employees calling for the end of the company's relationship with the National Rifle Association (NRA), citing it as "*unconscionable*".[4]

## In Brief

Employee activism has both internal and external elements. At an individual and collective level, employees can speak up within an organisation about wrongdoing or value clashes and speak out publicly over a company's actions.

# The Makings of the Current Landscape

The current landscape of employee activism is a melting pot of different factors which have been brewing for some time as well as relatively new phenomena.

## 1. *Speak Up* Culture and Psychological Safety

*Speak Up* culture is intimately associated with and follows a similar definition to psychological safety.[5]

Organisations have been striving for this for years. The benefits are numerous and well documented; higher employee engagement, surfacing and addressing wrongdoing, improved productivity and sharing of ideas on how to do things better.

It is worth noting that many organisations still have a long way to go in achieving this, as highlighted by the recent investigation by the Federal Aviation Administration into safety culture at Boeing.[6]

**Regardless, as more organisations have encouraged their employees to *speak up*, they have also encouraged employee vocalism on other matters, particularly those of personal importance.**

PwC found that 65% of workers frequently or sometimes discuss social and political issues with colleagues[7] and another study of 1,500 professionals found that over half usually or always speak up to influence organisational action on wider societal or environmental issues.[8]

## 2. Generational Shifts and Demands

A lot has been written about the collisions between younger generations, in particular millennials (now the largest generation in the workforce) as well as Gen Z and corporate policy. While it would be unwise to categorise all individuals under broad banners, there are marked qualities to vast swathes of younger employees that have given rise to employee activism.

As Alison Taylor, Clinical Associate Professor at New York University's Stern School of Business notes:

> *"Today's employees are far more likely than those of generations past to raise alarms about what businesses are (or aren't) doing about climate change, racism, political conflicts, abortion, or gun control."* [9]

For values-driven generations like Gen Z and millennials, the ability to drive change on social issues plays a significant role with respect to recruitment and retention efforts. Nearly four in 10 (44% of Gen Zs and 37% of millennials) say they have rejected assignments due to ethical concerns, while 39% and 34%, respectively, have turned down employers that do not align with their values.[10]

**Also, Deloitte's 2023 Gen Z and Millennial survey uncovered that 64% believe they have the power to drive organisational change and expect their employers to be responsive to their input.[11]**

Furthermore, the hybrid-working phenomenon, brought about by COVID-19, has served to blur the lines between professional and personal arenas. Incidentally, this has also brought about a sustained desire for greater work-life balance, with many citing flexible working policies as critical to their choice of new employer, or whether to leave their current one.

The desire to live social and political identities, as well as personal values at work continue to give life to employee activism.

# 3. Decline in Trust in Government and Media

Historically, there was greater emphasis on governments and media to bring about positive change and be the leading voices on important issues. But, in recent years, the perceived lack of action by governmental institutions has meant people are now looking to corporations to act.

The 2024 Edelman Trust Barometer[12] highlights that 'Business' is most trusted, ahead of *'NGOs', 'Government' and 'Media'* to integrate innovations into society.

**Aligned to this, 62% of those surveyed expect CEOs to manage changes occurring in society, not just those that are occurring in their business or that are directly related to their products and services.[13]**

This is a consistent trend. The 2021 Edelman Trust Barometer[14] reported 68% agree that CEOs should step in when the government does not fix societal problems and 65% wish CEOs to be held accountable to the public, not just the board of directors or shareholders.

These pressures on corporate activity are not just coming from employees. The Business Roundtable, a collection of more than 200 CEOs of America's leading companies, as well as other influential forces, have called on corporations to balance the interests of not just shareholders, but wider stakeholders too.

With greater expectations around the role business can play in society, so too does scrutiny from key stakeholders, particularly employees.

# 4. New Frontiers for Conflict

Workforces are increasingly geographically dispersed and diverse. While this offers up huge opportunities, such as tapping into a wider and deeper talent pool, it also brings with it the potential for clashes. Friction along cultural, political and social lines are more likely, and conflicts such as the aforementioned Gaza-Israel issue exacerbate internal tensions.

# 5. The Social Media Echo Chambers

Social media platforms are a significant outlet for people sharing thoughts and feelings on a wide range of things, from silly memes at one end, to quite acute criticism of governments, media personalities and companies (theirs and more widely) at the other.

In 2019, Herbert Smith Freehills research uncovered that nearly all (95%) of 400 C-suites interviewed expected an increase in workers use of social media to amplify their voice in the activist arena.[15]

Additionally, the polarisation currently plighting society largely stems from these tools as they have displaced traditional information outlets.

**People are now operating in echo chambers that feed off negativity bias, offering few avenues to see different perspectives or to engage in meaningful dialogue with the ramifications spilling over into the workplace.**

There are increased reports of people being shunned, shamed, and silenced over the views they share on X, Facebook, Instagram, Snapchat and TikTok. At the less severe end, what colleagues post on their personal accounts can be viewed by their peers, sparking disagreement or reducing comfort with one another.

Collaboration, innovation and wellbeing hinge largely on individuals' ability to disagree, but more importantly, disagree well. The extensive use of social med has eroded peoples' capability to empathise with others, listen properly and accept criticism of their (sometimes deeply held) values. Individuals and views are dismissed and blocked in instances of so-called *'Cancel Culture'*, rather than engaged with, understood, and debated.

Finally, social media enables employee activism groups to amplify their message, not only to fellow colleagues, but external stakeholders, galvanising momentum for specific causes and spurring action.

## In Brief

Employee activism is being driven by several new and existing drivers; 1) efforts to establish *speak up* cultures and psychological safety, 2) generational value shifts among workforces, 3) demands on organisations to lead on societal issues, 4) new frontiers for conflict stemming from global business and 5) the decline in high quality dialogue brought about by social media.

# The Shortcomings of the Typical Corporate Response

With employee activism a cemented part of corporate life, organisations can no longer take a piecemeal or disjointed approach to engaging with it.

Yet, it is incredibly difficult to balance the various forces at play.

As employee activism intensifies, companies can find themselves in the awkward, and potentially damaging position of being accused of hypocrisy over certain issues. This can come about through superficial attempts to engage with staff, backed up with PR friendly policies that do little to bring about actual change.

Equally, serving shareholders, board of directors, wider employee concerns and societal problems at the same time can often lead to conflict, with all sides ending up dissatisfied.

Indeed, conventional approaches to the management of vocal employees and groups are unlikely to yield desired and perhaps more importantly, sustainable outcomes.

## Tightening Policies and Restrictions

Policies are important. However, they are only as effective as the culture, skills and people implementing and supporting them.

Interestingly, the rise in employee activism is being met with scepticism and roadblocks from employers.

**Hebert Smith Freehills notes that nearly 50% of organisations view activism as a risk to be managed, as opposed to 20% who see it as a force for good.[16]**

This is driven in part by new legislation in some jurisdictions which is fostering organisational anxiety over seemingly more and more power shifting in favour of workers and unions.

As a result, 97% of employers have placed moderate to high restrictions on employee activism, up from 53% in 2019.[17] A high profile example of this includes the reported use of Non-Disclosure Agreements (NDAs) by the Confederation of British Industry (CBI) to prevent staff from discussing their experiences of sexual harassment, abuse and bullying.[18] Equally, there are numerous stories of employees being fired for airing certain views and protesting certain decisions and individuals, including at Google.[19]

Building on this, many existing policies are not well suited to tackle the types of disputes and conflicts that are emerging. Tied up in employee activism are people's fears, anxieties, passions, hopes, values and beliefs. Unfortunately, these are often met with legalese.

This necessitates putting people at the heart of your engagement strategy, not written policy, or formal procedures. Too often, organisations, with the best will in the world and to ensure they are legally covered, set-up complicated and hard to use mechanisms for things such as whistleblowing or gathering feedback.

As one General Counsel at an FCMG company said of his organisations's speak up and whistleblowing policies:

> *"They are drafted by lawyers with limited to no thought about the end user – the employee. They accentuate perceived or real power imbalances and provide no avenues for people to come forward on their terms.*

When an emphasis is placed on comprehensive and legally watertight policies, this is often to the detriment of employee engagement.

While there is a time and a place for formal structures, stitched into these processes needs to be a level of humanisation where people are comfortable and safe to contribute and feel truly listened to.

## Outsourcing Conflict to People Functions

When conflict arises in a team, relating to either 'people' (who you have a problem with), 'process' (a problem with how something is being done) or 'task' (problem with what is being done), there is a tendency to outsource it to Human Resources (HR) or Employee Relations (ER).

**One HR manager described their department as the "dust bin" for disputes where all challenging issues are dumped. Another head of employee relations likened her department to *"the hit man in Pulp Fiction – only called on when a dead body needs removed."***
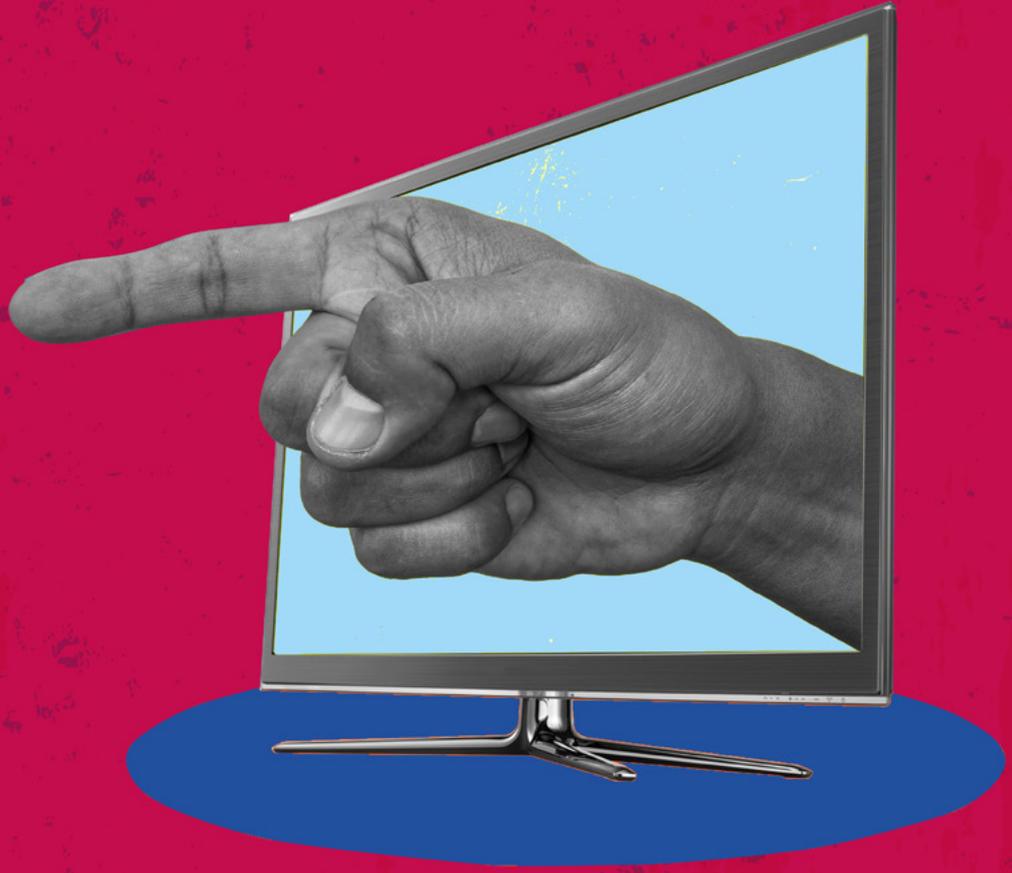
Quite an emotive analogy, but it makes clear the sentiment felt by many.

Clearly, there are instances that call for the involvement of people functions, particularly when there are serious allegations of misconduct and abuse. However, by automatically shifting responsibility for tackling all issues when they first arise between individuals and amongst teams, the risk of escalation multiplies.

Unfortunately, HR and ER professionals often do not have the skills needed to handle difficult and uncomfortable issues up front. So, when called upon, they can feel out of their depth and feel they have little choice but to activate formal investigative mechanisms.

## Triggering Formal Processes and Over Investigating

Relying on formal investigations – while standard operating procedure in many organisations when things escalate – is time intensive and costly.

Research by The Advisory, Conciliation and Arbitration Service (ACAS)[20] in the UK found that nearly **375,000** grievances take place annually with an average management time cost of **£951** per grievance. Additionally, taking it one step further, the same research estimates roughly **1.7 million** disciplinary cases occur per year with an average cost of **£1,141.**

Excessive escalation of employee activism is clearly not a fiscally responsible approach.

## In Brief

In response to the increased tension and disputes stemming from employee activism, many organisations have doubled down on a policy led approach. This, combined with outsourcing team conflict to people functions and a tendency to excessively deploy formal mechanisms does little to mitigate disputes and improve collaboration between individuals and teams.

# What Should Companies Be Doing Instead?

The conflicts arising from the challenges of employee activism are directly linked to the level and quality of dialogue that is taking place within an organisation. The two are inseparably linked and as such, need thinking about in unison.

## Arm Managers to Handle Difficult Conversations

These are the individuals who are on the frontline, day in, day out, working closest with employees and providing the connection between hierarchical layers.

As Zahira Jaser, Associate Professor at the University of Sussex Business School frames it:

*"Especially as remote and hybrid work takes over — and the distance between employees increases — middle managers are more important than ever. The most effective ones are in possession of humane, sophisticated communications skills and the knack to mediate and find common grounds between actors at different levels in the organization.*[21]

**Gartner further emphasises their importance at this moment in time, noting that 57% say they are fully responsible for resolving their direct reports' conflicts.**[22]

Building on this they stress that managers who can *"effectively navigate and manage interpersonal conflict among employees will have an outsize positive impact on their organisations."*[23]

Diverse views should lead to conflict. Without it, thinking and problem-solving are limited, and the best ideas cannot win. However, to truly reap the benefits of diversity, whether of professional experience or background, or of thought stemming from different cultures, politics, genders, races or religions, one needs to be able to engage in meaningful dialogue.

Sadly, this is a core component of business life that receives woeful underinvestment. PwC found that only 30% of employees feel their companies provide support to work effectively with people who share different views[24] and just 33% say their manager encourage dissent and debate.[25]

As such, people feel underprepared and either shy away from difficult conversations or delivering hard messages, stifling innovation, or approach it in a way that gives rise to inter-personal conflict.

Where companies have tried, either at a small scale or an organisation-wide level to engage with staff on difficult issues, the lack of ability to set-up, manage and facilitate engagements of this type has ended up making the situation worse.

Furthermore, investment in these fundamental business skills often manifests itself as a bit of training, now and again, with the hope this will be enough to take care of the problem and with no long-term support and development plan and alignment with broader strategy. Also, this is only instigated once a problem has arisen, leaving the organisation on the back foot.

Investing in the capabilities of managers is not solely about conflict or crisis prevention. The best-performing teams are shown to be ones where psychological safety is present which is built on the ability of people to dare to disagree and disagree well. Extracting and deploying the ability of whole teams relies heavily on the skill of managers to facilitate dialogue and the exchange of ideas, ensuring conversations remain productive and do not descend into interpersonal discord.



With clashes stemming from activism increasing, empowering managers and leaders to engage with these upfront will improve the dialogue in your organisations and reduce escalated disputes.

## Make Upskilling As Real As Possible

Upskilling managers and leaders, and if possible, as many people in the organisation as possible, is critical to avoiding conflict and improving collaboration.

But, just any old, off-the-shelf training will not be sufficient to really shift the dial when it comes to issues as challenging and emotionally charged as those relating to employee activism.

People need access to a range of skills and understanding of engagement frameworks that give them comfort, confidence and control when dealing with incredibly difficult situations. They need to be able to apply these under pressure, as well as consistently and instinctively. It is also about giving them options to adapt their approach depending on the situation and person they are dealing with. This is particularly important within a diverse workforce where communication and conflict styles vary significantly.

To achieve this, they need to be trained using real-life scenarios and given the opportunity to practice what they have learned in simulated and pressurised role-plays.

**These role-plays need to be emotionally challenging as this is what takes people out of their comfort zone and embeds the skills as part of sustainable behavioural change.**

There is no point in investing in training which does not empower individuals to make a difference from day one.

Equally, they need on-going coaching and support to help them develop their own style as well as tap into expertise and advice for specific issues. Interpersonal skills training is like any other learned behaviour, it needs to consistently be worked on. Too many companies cease investing once the training is finished.

## Get a Third-Party to Facilitate Discussions

As mentioned earlier, rigid, and formal processes are not typically well suited to handle the conflicts arising in the arena of employee activism.

Instead, organisations should look to other, more human ways of engaging with challenging issues rather than burying dissent with reams of policy pages.

For example, facilitated discussions. This involves carefully considered and planned engagement processes that brings people together, with a specific focus to exchange ideas and share different views on a particular topic and is usually led by a single facilitator.

CEDR has worked with several institutions who have turned to these types of processes to deal with challenging issues. One recent example includes a business struggling with a surge in internal disagreements over the conflict in the Middle East which had resulted in online harassment on social media, blazing rows amongst employees and managers accused of moral cowardice.

To tackle this the business sought to set up a series of facilitated conversations, led by an external expert to bring people together in a safe and confidential space to listen and be heard. The key features of these sessions were:

### 1. Clear Process Design.

The meetings were scheduled in advance to take place over several dates and lasting between 2 – 3 hours. People were sent in advance an outline of an agenda and structure for the session as well as some preliminary questions to guide their thinking and provide a basis for the discussion. Additionally, it is important to detail what will and will not be covered.

### 2. Buy-In to 'Ground Rules'.

Clear behavioural expectations were established as to how people should speak to one another. This helped foster an environment of constructive dialogue as opposed to a shouting match and provided a framework to confront unhelpful behaviour.

### 3. Skilled and Impartial Third Party.

While these types of processes can be run internally, there is a real benefit, particularly when discussing sensitive topics, to bring in an experienced and skilled third-party facilitator. Firstly, their impartiality helps address any perceptions of bias in favour of the company which can exacerbate people's sense of "*well you would say that you're part of the executive team*". Secondly, it should not be underestimated how difficult it is to facilitate sensitive topics. There is a real skill to ensuring everyone feels heard, small disagreements do not derail the whole process and the findings of the discussion are coherently documented.

### 4. Expanding Perspectives.

Linked to the skill of the facilitator, these session(s) are aimed at fostering understanding, not necessarily solving the problem. Ahead of time and during the meeting, people need to be encouraged to consider the views of others. This can involve, both before and after, asking them to reflect on what they want to and have learned and during the meeting(s) and using a range of active listening skills to uncover more about different perspectives.

These types of processes are also very effective, not just at the dispute stage but to convene and canvass employee views and feedback. This can range from topics such as hybrid-working, through to discussions on policy and communications on a wide range of issues including geopolitical conflicts, environmental impact, and other ethical stances.

## A reliance on purely top-down decision making and communication exposes you to the risk of exacerbating tensions and grievances within your organisation.

While we are not advocating that all decision-making be made through employee-wide engagement (companies are not democracies after all), facilitated conversations done well can be a great way to ensure people feel heard and that companies value and respect dialogue over diktats.

# Managing Escalated Disputes

There are always going to be disputes which cannot be resolved at an early stage and will progress to more formal avenues. Recognising this, organisations should be clear on how they wish to handle them.

In CEDR's experience, the use of mediation type processes is incredibly effective, particularly when dealing with the sensitive and highly emotive challenges arising from employee activism.

While you can rely on external mediators on an ad hoc, needs must basis, there is great potential in being more forward-thinking in how you respond to escalated disputes. Many organisations have seen success in working with an external provider to design dispute mechanisms that have numerous benefits.

**1.** You can assemble a cohort of specific conflict engagement specialists with a diverse range of backgrounds and expertise. This provides certainty over who you will be working with and provides the opportunity for those involved to choose from a shortlist, giving them greater say and ownership over the process.

**2.** Not every dispute can be resolved in one day. The development of a scheme allows you to account for a series of engagements over a period of time. This is particularly important when you are dealing with an ongoing issue where the aim is rebuilding relationships and finding a way forward.

**3.** You can agree ahead of time clear and transparent rules and guidelines for how you will work with these externals. This again fosters buy-in from employees as there are no hidden surprises. This framework can be developed in partnership with the organisation and can be aligned to company values and broader people strategy.

**4.** Ad hoc mediation is good for dealing with one-off crises. However, if faced with the threat of a large number of disputes, having an established process to rely on, reduces stress for HR/ER teams and minimises potential wasted management time.

**5.** Employee activism has the potential to bring groups of people together, under one co-ordinated banner to challenge the organisation on a particular issue. In this instance, you may need to draw on the expertise of more than one professional at a time to help manage large groups.

**6.** The use of external mediators can help, as with the facilitation processes, reduce the potential mistrust that comes between employees and employers when there is an ongoing conflict or dispute. Their impartiality helps build trust with workers and shows the company is taking them seriously.

## In Brief

Organisations have a tremendous opportunity to navigate the challenges of employee activism with a view to bringing about positive change. This involves: 1) empowering managers to deal with interpersonal challenges within their teams, 2) ensuring that upskilling efforts mirror the intensity and difficulty of real-life issues, 3) using external expertise to bring people together and 5) proactively plan for escalated disputes.
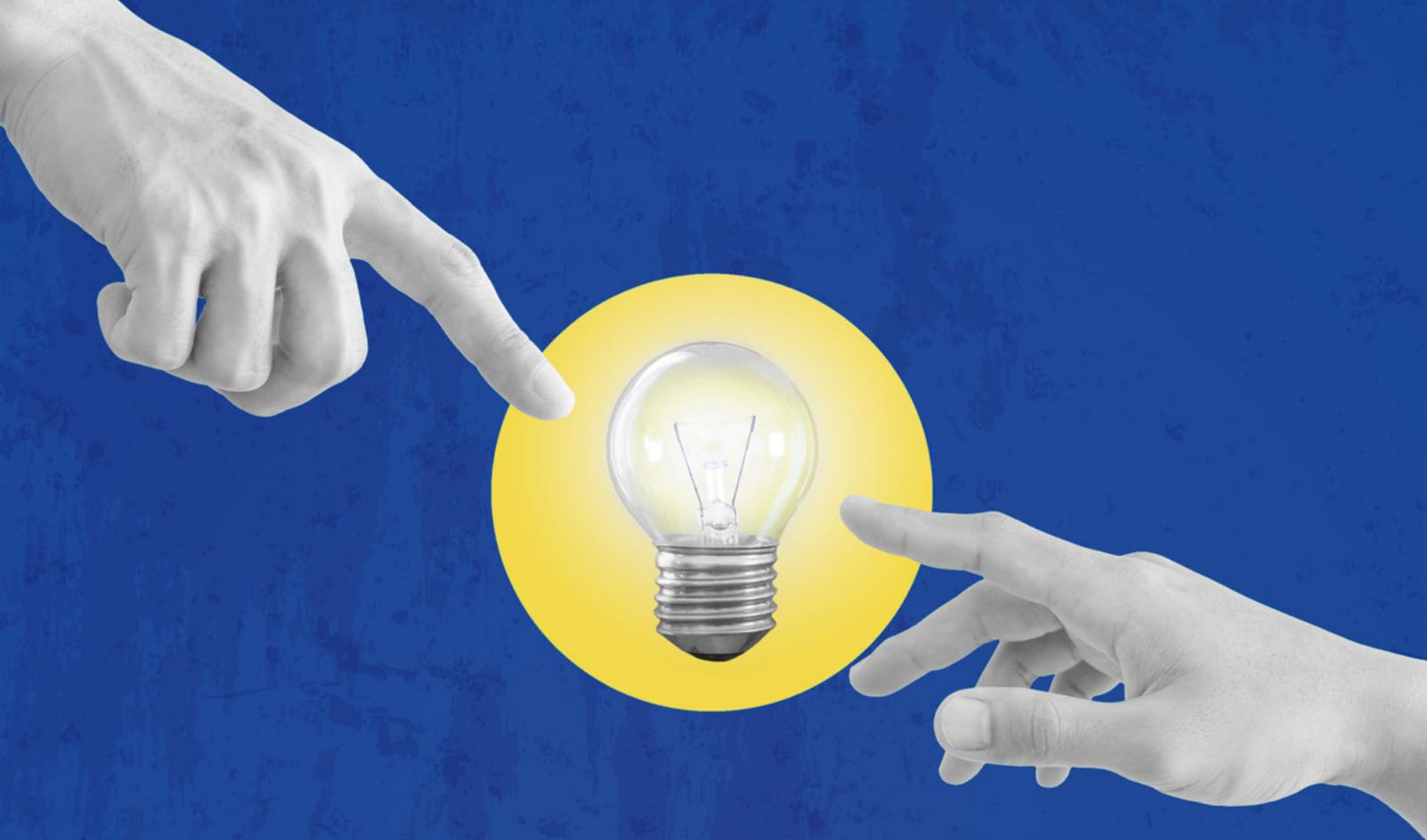
# Bringing it All Together

Disputes and dialogue are connected, and forward-thinking organisations are viewing this challenge at a strategic level. This starts, as so many good projects do, with senior level buy-in, built on the recognition of both the threat of getting it wrong, but also the opportunity and rewards of doing it well.

When deciding how to respond to employee activism and how it interacts with corporate priorities and values, it is critical to join the dots and develop a comprehensive strategy that takes into consideration the components outlined above.

To help achieve this, it can be useful to seek outside help from conflict engagement experts who specialise in developing capabilities (the training and upskilling component), but also

the capacity to deliver lasting and sustainable change. This involves wider considerations such as policy development, communications, recruitment and change management and how they are connected as part of a broader system and strategy.

Ultimately, conflict within businesses can be a good thing, but only if you are prepared to work with it seriously. It can bring to the surface issues which need addressing, ultimately leading to a more engaged and aligned workforce. It can also allow you to leverage the collective talent of diverse stakeholders to drive innovation, productivity, and growth.

# Sources

[1] https://www.gartner.com/en/newsroom/press-releases/2024-01-03-gartner-identifies-top-nine-workplace-predictions

[2] https://www.herbertsmithfreehills.com/insights/reports/future-of-work-report-2023/fow-2023-activism-in-the-workplace

[3] https://www.ft.com/content/fd270cb1-8d14-4639-a152-7f2dad453480

[4] https://www.businessinsider.com/salesforce-employees-urge-company-cut-ties-national-rifle-association-nra-2022-6

[5] https://hbr.org/2023/02/what-is-psychological-safety - "a shared belief held by members of a team that it's OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences. - felt permission for candor."

[6] chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.faa.gov/newsroom/Sec103_ExpertPanelReview_Report_Final.pdf.

[7] https://www.pwc.com/gx/en/news-room/press-releases/2022/global-workforce-hopes-and-fears-survey-2022.html

[8] https://sloanreview.mit.edu/article/leading-in-an-age-of-employee-activism/

[9] https://hbr.org/2024/02/corporate-advocacy-in-a-time-of-social-outrage?ab=seriesnav-bigidea

[10] https://www2.deloitte.com/uk/en/insights/topics/talent/recruiting-gen-z-and-millennials.html

[11] https://www2.deloitte.com/uk/en/insights/environmental-social-governance/importance-of-sustainability-to-employees.html

[12] https://www.edelman.com/trust/2024/trust-barometer

[13] https://www.edelman.com/sites/g/files/aatuss191/files/2024-02/2024%20Edelman%20Trust%20Barometer%20Global%20Report_FINAL.pdf

[14] https://www.edelman.com/trust/2021-trust-barometer

[15] https://www.herbertsmithfreehills.com/insights/2019-11/the-new-world-of-work-report-warns-of-an-unprecedented-rise-in-workplace-activism-v2#:~:text=Key%20findings%20reveal%20that%20in,see%20more%20crowdfunded%20legal%20challenges

[16] https://www.herbertsmithfreehills.com/insights/reports/future-of-work-report-2023/fow-2023-activism-in-the-workplace

[17] https://www.herbertsmithfreehills.com/insights/reports/future-of-work-report-2023/fow-2023-activism-in-the-workplace

[18] https://www.personneltoday.com/hr/cbi-used-ndas-sexual-harassment-bullying/

[19] https://www.cnbc.com/2024/03/08/google-fires-employee-who-protested-israel-tech-event-shuts-forum.html

[20] https://www.acas.org.uk/estimating-the-costs-of-workplace-conflict-report

[21] https://hbr.org/2021/06/the-real-value-of-middle-managers

[22] https://www.gartner.com/en/articles/9-future-of-work-trends-for-2024

[23] https://www.gartner.com/en/newsroom/press-releases/2024-01-03-gartner-identifies-top-nine-workplace-predictions

[24] https://www.pwc.com/gx/en/news-room/press-releases/2022/global-workforce-hopes-and-fears-survey-2022.html

[25] https://www.pwc.com/gx/en/issues/workforce/hopes-and-fears.html

# About The Centre for Effective Dispute Resolution (CEDR)

CEDR helps individuals, teams and organisations achieve better outcomes from conflicts that hinder human interactions, collaboration, and collective performance.

CEDR does this in three ways:

- **Advising** organisations on process improvements that minimise the cost of conflict

- **Arming** individuals and teams with practical skills to engage in a wide range of conflicts

- **Designing and Operating** dispute resolution schemes to deal with specific conflicts

**125,000+**
Consumer resolutions over 10 years.

**10,000+**
Accredited Mediators trained in 70+ countries

**50+**
Dispute resolution schemes designed and delivered

**3,000+**
Individuals trained annually

## Who we work with

AXA

centrica

AstraZeneca

Johnson&Johnson

BRITISH AIRWAYS

ScottishPower

BARCLAYS

sky

## KEY CONTACTS



**Ben Thomson,**
Head of Marketing, CEDR
bthomson@cedr.com



**Dr. Andrzej Grossman,**
Principal Consultant & Mediator, CEDR
agrossman@cedr.com

GET IN TOUCH



## CEDR

CENTRE for EFFECTIVE
DISPUTE RESOLUTION

Centre for Effective Dispute Resolution
100 St. Paul's Churchyard,  EC4M 8BU
**www.cedr.com**