8 Key Elements for a **Successful SpeakUp Programme**

Why build a Speakup programme?

Create a SpeakUp programme to protect your company's reputation, prevent financial losses, and address issues early on. It's a step towards a workplace where everyone feels comfortable voicing their concerns.

1. Foster a speak up culture

→ Leaders should discuss organisational values and SpeakUp in meetings.

→ Display leadership commitments to these values visibly.

→ Circulate a CEO-signed letter on the critical importance of speaking up.

2. Focus on purpose

→ Encourage managers to maintain an open-door policy.

→ Train line managers to foster honest discussions about speaking up.

3. Keep it simple

→ Create and share a clear guide on speaking up expectations and procedures.

→ Think about a written procedure for speaking up – What sorts of issues might be relevant? Where should employees go to speak up? What happens afterwards?

4. Balance anonymity and action

→ Develop careful guidance on how to report, with consideration of where anonymity might help or hinder effective remediation.

→ Draft clear written procedures to guarantee a credible process. Clarify the roles and rights of all parties involved.

Foster a Speak Up Culture

Focus on Purpose

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Balance Anonymity and Action

5. Ensure safety and trust

→ Handle all cases with great care - the organisation will be aware of bigger issues, and will watch how leaders handle them. The outcomes could affect whether they choose to speak up in the future.

→ Keep data protection front of mind - loss of credibility in the security of sensitive data could be fatal to trust.

6. Create robust governance framework

→ Plan on potentially difficult scenarios with a clear, predefined approach. Agree on what procedure to follow if an allegation is made against the CEO or a board member.

→ Keep agreements with trusted advisors so you can get independent help quickly when needed.

7. Speak clearly, not in jargons

→ Find a way to anonymise cases and tell the organisation about them. Alternatively, reference cases in the media that highlight a risk your organisation might face.

→ Use training sessions with dilemmas and role-playing to help employees practice finding an ethical way forwards out of difficult situations.

8. Iterate and enhance

→ Maintain data about the cases you have handled. Analyse regularly to monitor for consistency.

→ Keep in mind external reporting obligations through annual reports, legal frameworks, and even contractual obligations.

Ensure safety and trust

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