



# SPEAKING-OUT AGAINST ETHICAL FAILURES

RESEARCH FROM NOTTINGHAM BUSINESS SCHOOL  
(NBS) AND THE GORDON INSTITUTE OF BUSINESS  
SCIENCE (GIBS)

## REASONS FOR SPEAKING-OUT

- Personal sense of right and wrong
- Empathy & care for others
- Professional ethics & standards
- Professional role & purpose
- Social & cultural upbringing
- Company interest
- Personal justice/sense of betrayal
- Personal gain

"I would rather be jobless and proud of myself, than be a victim for the rest of my life."

"I have 20 years' experience, not even looking for a salary that I used to earn... and I still can't get a job."

## CHALLENGES TO SPEAKING-OUT

- Fear for financial/job insecurity
- Fear of intimidation/victimisation
- Fear breach of anonymity
- Belief that nothing will be done
- Cultures of fear & loyalty
- Social & cultural upbringing
- Personal gain

## THE PRICE OF SPEAKING-OUT

The whistle-blower as 'pariah', 'trouble-maker', 'volatile', bringing 'too much integrity'

"You are guaranteed to lose your job"

"It is the loneliest journey I have been through"

"It manifests in your body"

"I lost everything. I had to sell my house"

"I had death threats, I was harassed. There was no protection"

## LEVERS TO SUPPORT WHISTLE-BLOWING & SPEAK-OUT CULTURES

Conversations  
 Third-party-hotlines  
 Celebrate Regulators Empathy  
 Consequences Legal  
 Reward Professions Unions  
 Protection **Support**  
 Auditors Red-flags  
 Confidentiality  
 Finance **Training**  
 Leadership Academia Care  
 Awareness