



INTEGRITY
REPORTING
PLATFORM

THE SAFE2SAY INTEGRITY FRAMEWORK™

What makes good
governance
actually work?

Five Conditions.
Five Questions.
One Framework.

Crime Stoppers WA
Safe2Say





FOREWORD

Values set the expectation.
Experience shapes the culture.

Most organisations have values, policies and governance structures designed to support good decisions and responsible behaviour. These are important, but they are only part of the picture.

Integrity is experienced through what happens every day — how leaders behave, how decisions are made, how people are treated, whether people feel able to speak up, how concerns are handled and whether the organisation is willing to learn.

The Safe2Say Integrity Framework™ was developed to help organisations think about that experience.

At its centre are Five Conditions and Five Questions that provide a simple, practical way to consider whether organisational values and governance expectations are working as intended.

This is not a compliance manual or another set of rules. It is designed to encourage reflection, conversation and, where needed, action.

If this Framework prompts useful questions about your organisation, the companion Safe2Say Integrity Workbook™ can help you take the next step — turning reflection and discussion into practical action.

This Framework is designed to help you close the gap between intention and experience.

"Remember, where value statements end, people begin."

Dr Vincent Hughes
CEO, Crime Stoppers WA



THE INTEGRITY GAP

Why start with the Integrity Gap?

Integrity is more than a value statement. It is found in the relationship between what an organisation says its values are and what people experience in practice.

Before we can strengthen integrity and organisational culture, we need to understand where those two things may not align.

That gap matters because repeated experiences shape culture. Over time, they influence what people come to believe is really expected, accepted and rewarded within an organisation.

Most organisations have values, policies, codes of conduct and governance structures.

These are important, but integrity is not demonstrated by what is written down alone.

It is demonstrated by what happens when those commitments are tested.

How leaders behave.

How decisions are made.

How people are treated.

What happens when someone speaks up.

And whether the organisation learns when something goes wrong.



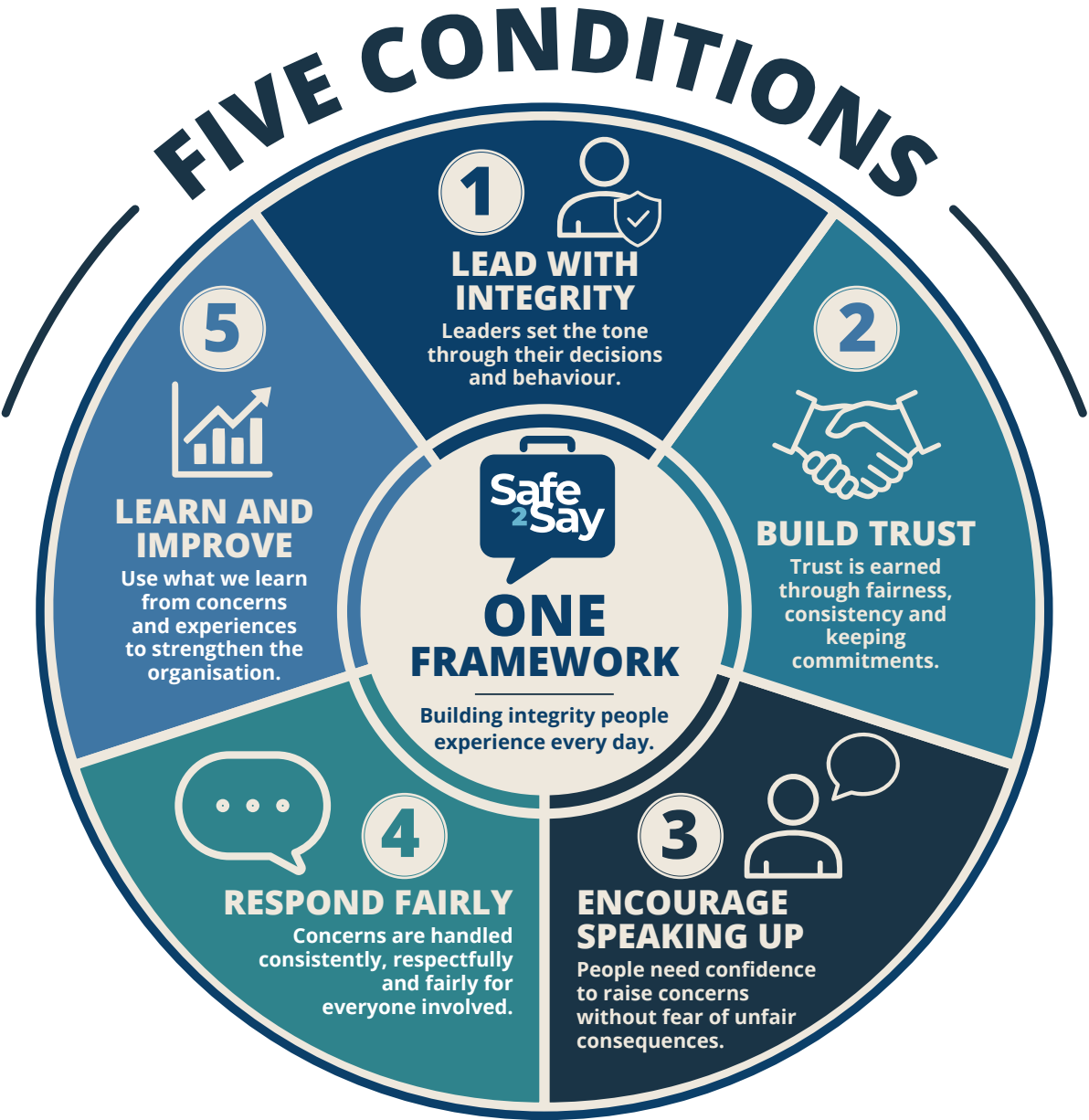
THE FIVE CONDITIONS THAT MAKE GOVERNANCE WORK

Good governance needs more than structures, policies and oversight. It needs the right conditions around them.

The Safe2Say Integrity Framework identifies five interconnected conditions that help turn organisational values and governance expectations into everyday practice.

Lead with Integrity. Build Trust. Encourage Speaking Up. Respond Fairly. Learn and Improve.

Each condition matters in its own right. But their real strength lies in how they work together. Strength in one can reinforce the others; weakness in one can undermine the effectiveness of the whole.



Good governance works best when the Five Conditions work together.

THE FIVE QUESTIONS THAT PUT THE CONDITIONS TO THE TEST

Identifying the right conditions is one thing. Knowing whether they genuinely exist in your organisation is another.

Policies, systems and governance structures can tell you how an organisation is supposed to work. But they cannot, on their own, tell you what people experience in practice.

That is where the Five Questions matter. Each question takes one of the Five Conditions and asks the organisation to look beyond intention and consider the reality:



The Five Conditions tell us what should be present. The Five Questions challenge us to find out whether they are working in practice.

WHEN PEOPLE STAY SILENT

Silence does not mean there is nothing to report.

People working closest to the job often see the early warning signs such as inappropriate behaviour, unsafe practices, misconduct, poor decisions or cultural problems, before they become visible elsewhere.

But seeing something and speaking up about it are very different things.

People may remain silent because they are uncertain about what will happen next, fear negative consequences, believe nothing will change, or do not trust the reporting process.

FROM SPEAKING UP TO ORGANISATIONAL LEARNING

A fair and respectful response can strengthen trust. A poor response can make the next person think twice about speaking up.

What happens after a concern is raised does not end with the individual matter. It can shape how people view the organisation, its leaders and whether speaking up is genuinely safe and worthwhile.

But every concern can also provide an opportunity to learn. It may reveal patterns, emerging risks, gaps in processes or aspects of culture that might otherwise remain unseen.



When people stay silent, organisations can lose sight of risks they may otherwise have had an opportunity to address.



Organisational learning means looking beyond the immediate matter and asking: What can this tell us and what might we do differently as a result?

ANONYMOUS AND CONFIDENTIAL ARE NOT THE SAME

Feeling safe to speak up also depends on how people are able to raise a concern.

For some people, being able to report anonymously may be the difference between speaking up and remaining silent.

Anonymous and confidential reporting are sometimes treated as though they mean the same thing - **they do not.**

With a **confidential report**, the person's identity is known, but access to that information is restricted. With an **anonymous report**, the person does not need to identify themselves.

The distinction matters because people do not all experience the same level of confidence, trust or perceived risk when deciding whether to speak up.

Some people may be comfortable making a confidential report. Someone else may be worried about being identified, fear negative consequences, or simply not feel comfortable using existing reporting channels.

WHERE SAFE2SAY FITS IN A CULTURE OF INTEGRITY

A strong integrity culture encourages people to speak up. But people also need a reporting pathway they trust and are willing to use.

Existing internal channels remain important. However, there may be times when someone does not feel comfortable using them because of the people involved, the nature of the issue or concern about being identified.

Safe2Say provides an independent, anonymous pathway for those situations.

Developed by Crime Stoppers WA, Safe2Say enables people to raise concerns anonymously

with their organisation. Reports are received by designated people within the organisation, who remain responsible for assessing and responding to them.

ANONYMOUS DOES NOT HAVE TO MEAN ONE-WAY

Safe2Say enables two-way anonymous communication, allowing an organisation to ask questions, seek clarification and provide updates while the person who raised the concern can remain anonymous.

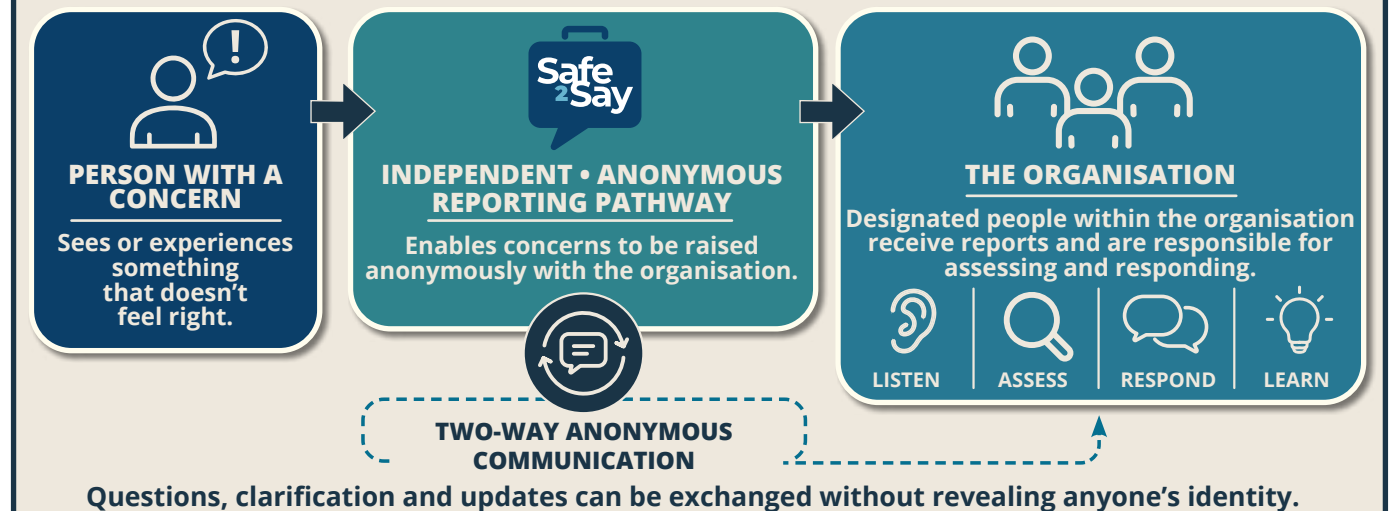
ANONYMOUS ≠ CONFIDENTIAL
Different by design. Both are important.

 ANONYMOUS Identity is not known	 CONFIDENTIAL Identity may be known but is restricted and protected
 PURPOSE Allows people to report concerns without revealing who they are.	Allows people to share information with their identity known to the organisation, but kept private from others.
 IDENTITY The reporter's identity is not known to the organisation.	The reporter's identity is known to the organisation, but not shared with others without permission.
 COMMUNICATION Two-way communication (if enabled) is managed through the system to protect anonymity.	Communication is direct between the organisation and the reporter.
 PROTECTION Anonymity is protected by technology and processes that minimise the risk of identifying the reporter.	Confidentiality is protected by strict controls, access limits and privacy obligations.
 WHEN USED When the reporter prefers not to be identified or is concerned about possible reprisals.	When the reporter is comfortable sharing their identity and prefers direct contact.
 EXAMPLE A report submitted through Safe2Say with anonymity selected.	A report made directly to a manager, HR or another designated contact.

Providing choice can make speaking up possible for people who might otherwise remain silent.

WHERE SAFE2SAY FITS

**Safe2Say provides the pathway.
The organisation creates the conditions around it.**



THE CONDITIONS THAT SHAPE INTEGRITY CULTURE

Created and sustained by the organisation



A STRONG INTEGRITY CULTURE + A TRUSTED REPORTING PATHWAY = BETTER INSIGHT, EARLIER ACTION, BETTER OUTCOMES

**Safe2Say provides the pathway.
What happens next belongs to the organisation.**

MAKE YOUR ORGANISATION SAFE2SAY AND START THE DISCUSSION TODAY

Assess your risk

From a score of 1 (not confident) to 5 (very confident),
how confident are you that...

1. Your staff will not remain as bystanders.
In other words, they will step forward rather
than step back to disclose inappropriate
behaviour and misconduct?

12345
2. Your staff believe your current workplace
integrity reporting system is anonymous (rather
than confidential)?

12345
3. Your staff trust your current integrity
reporting system?

12345
4. Your staff believe they will not be subject to
reprisals as a result of making a report?

12345
5. After making a report, your staff believe they
would be treated well by your organisation.

12345

Total Score

Score 15 or under
We believe your organisation can
benefit from Safe2Say.

Score 15-20
You are doing some things right
but Safe2Say could help improve
your business.

20+
You are in good shape, Safe2Say could
assist to give you 'best practice' risk
management for your business.



TAKE THE NEXT STEP

Could Safe2Say support your
organisation's culture of integrity?

The Safe2Say Integrity Framework™ is designed
to encourage organisations to think about the
conditions that support integrity, speaking up
and good governance in everyday practice.

Safe2Say provides an independent, anonymous
reporting pathway that can sit alongside an
organisation's existing reporting channels.

If you would like to learn more about
Safe2Say and see how it works in practice,
we would be pleased to arrange
a demonstration.

See how Safe2Say can provide an additional
anonymous pathway for people to raise
concerns and enable two-way anonymous
communication between the reporter and
the organisation.

TO ARRANGE A DEMONSTRATION

Contact the Safe2Say team at:
info@safe2say.com.au





🔍 Safe2Say

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One Framework.**

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