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COURSE BROCHURE

Ethical Risk, Speak-Up and Conduct Culture Training Course

12 – 23 September 2027
Doha

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Ethical Risk, Speak-Up and Conduct Culture Training Course

Ref: 730_27425 **Date:** 12 – 23 September 2027 **Location:** Doha **Fees:** 9900 GBP

Ethical Risk, Speak-Up and Conduct Culture is a 2-week training course for ethics officers, governance leads and risk managers who build an ethical risk register and culture monitoring plan for their organisation. Misconduct now surfaces through employees, customers and social media long before formal audits detect it, so boards expect early sight of integrity exposures. Jupiter Prime Training delivers this course for senior practitioners who oversee conduct and integrity.

Why Ethical Risk, Speak-Up and Conduct Culture Matters Now

Three forces shape this subject today. Employees expect safe reporting routes and visible follow-through, investors read conduct failures as signals of weak oversight, and supervisors increasingly ask how leaders know what their culture really is. An organisation that handles conduct well detects bribery, harassment or mis-selling early and corrects it quietly; one that handles it badly learns from the press. The course rests on ISO 37301 Compliance Management Systems, ISO 31000 Risk Management Guidelines, COSO Enterprise Risk Management COSO ERM and the Institute of Internal Auditors Three Lines Model IIA Three Lines.

Who Gains Most from Ethical Risk, Speak-Up and Conduct Culture

- Leaders accountable for the code of conduct, its interpretation and its annual attestation
- Owners of whistleblowing hotlines, case intake and protection against retaliation
- Second-line specialists who rate integrity exposures and set conduct indicators
- Investigation leads who scope inquiries, interview witnesses and recommend sanctions
- Board secretaries and committee advisers who report conduct trends to directors

A cross-functional group drawn from ethics, human resources, legal and internal audit gains most when its members attend together and leave with one shared view of integrity exposure.

Ethical Risk, Speak-Up and Conduct Culture Capabilities

Participants move from reacting to individual cases towards reading patterns of behaviour and steering them.

- Assess ethical risk scenarios by likelihood, harm and detectability — integrity committee priorities
- Design a code of conduct with decision aids and escalation routes — employees facing grey areas
- Build a speak-up channel with triage, anonymity and anti-retaliation safeguards — reporters and case owners
- Specify culture indicators drawn from surveys, cases and behavioural data — the board's conduct dashboard
- Apply proportionate investigation methods and evidence standards — disciplinary and remediation decisions
- Communicate conduct themes and lessons learned — senior leaders and directors

Key Ethical Risk, Speak-Up and Conduct Culture Terms

- Ethical risk — the chance that people act against stated values or rules, harming stakeholders, trust or the organisation's licence to operate.
- Speak-up channel — a protected route through which staff and third parties raise concerns, with or without revealing their identity.
- Retaliation — any detrimental act against a person because they raised a concern or cooperated with an inquiry.
- Conduct indicator — a measurable signal, such as case volumes or survey scores, that reveals how behaviour is trending.
- Tone from the middle — the messages and example set by line managers, which often shape daily behaviour more than executive statements.
- Root-cause review — an analysis of why misconduct occurred, looking at incentives, pressures, controls and leadership rather than individuals alone.

Ethical Risk, Speak-Up and Conduct Culture Day by Day

Day 1: The Integrity Landscape

- Behavioural Ethics Research — Why Good People Cross Lines
- Stakeholder Expectations Map — Which Conduct Failures Hurt Trust Most
- IIA Three Lines Model — Ownership of Conduct Oversight
- Integrity Failure Case Studies From Banking and Construction — Common Precursors
- Ethics Function Charter — Mandate, Independence and Reporting Lines

Day 2: Identifying Ethical Risk

- Misconduct Typology Catalogue — Bribery, Fraud, Harassment and Mis-Selling Exposures
- Pressure and Incentive Mapping — Where Targets Distort Behaviour
- ISO 31000 Risk Identification Techniques — Structured Interviews and Process Walkthroughs
- Third-Party Integrity Screening — Agent, Supplier and Partner Exposure
- Emerging Conduct Themes — Remote Work and Digital Channels

Day 3: Rating and Recording Integrity Exposure

- Harm, Likelihood and Detectability Scales — Comparable Integrity Ratings
- COSO ERM Risk Appetite Statements — Tolerance for Conduct Breaches
- Inherent Versus Residual Rating — Credit for Preventive Controls
- Ethical Risk Register Fields — Owners, Triggers and Treatment Actions
- Heat Map Calibration Sessions — Consistent Scoring Across Business Units

Day 4: Codes of Conduct That Guide Choices

- Values-to-Rules Translation — Principles Versus Prescriptive Clauses
- Decision Trees and Grey-Area Scenarios — Everyday Dilemma Guidance
- Gifts, Hospitality and Conflict Declarations — Thresholds and Approval Routes
- Readability and Accessibility Testing — Codes Staff Actually Use
- Attestation and Acknowledgement Cycles — Evidence of Awareness

Day 5: Designing Speak-Up Channels

- ISO 37301 Concern-Raising Provisions — Minimum Channel Features
- Hotline, Web Portal and Manager Routes — Channel Mix Choices
- Anonymity and Confidentiality Protocols — Protecting Reporter Identity
- Case Intake Triage Matrix — Urgency and Assignment Rules
- Feedback Loops to Reporters — Sustaining Trust in the Channel

Day 6: Protecting Reporters and Handling Retaliation

- Retaliation Risk Indicators — Monitoring After a Report
- Protective Measures Toolkit — Transfers, Monitoring and Interim Safeguards
- Manager Briefing Scripts — Receiving Concerns Without Defensiveness
- Speak-Up Barrier Diagnostics — Fear, Futility and Silence Drivers
- Channel Performance Statistics — Usage, Substantiation and Closure Times

Day 7: Measuring Conduct Culture

- Culture Survey Design — Psychological Safety and Fairness Questions
- Behavioural Data Sources — Exit Interviews, Grievances and Expense Patterns
- Leading and Lagging Conduct Indicators — Early Signals Versus Outcomes
- Focus Groups and Ethnographic Observation — Hidden Norms
- Culture Dashboard Layout — What Directors See Each Quarter

Day 8: Running Misconduct Investigations

- Investigation Scoping Memo — Allegations, Questions and Boundaries
- Evidence Preservation and Chain of Custody — Defensible Findings
- Structured Interview Techniques — Witnesses and Subjects of Allegations
- Standard of Proof Assessment — Substantiated, Unsubstantiated or Inconclusive
- Investigation Report Structure — Findings Leaders Can Act On

Day 9: From Cases to Lasting Change

- Root-Cause Review Methods — Incentives, Pressures and Control Gaps
- Proportionate Sanction Framework — Consistency Across Grades
- Remediation Tracking Log — Closing Control Weaknesses
- Lessons-Learned Communications — Anonymised Case Stories for Staff
- Board Conduct Reporting — Trends, Themes and Escalations

Day 10: Practising the Ethical Risk Register and Culture Monitoring Plan

- Integrity Exposure Rating Exercise — Applying the Day Three Scales
- Speak-Up Channel Stress Test — Simulated Case From Intake to Closure
- Indicator Selection Clinic — Matching Culture Measures to Exposures
- Peer Challenge Panel — Defending Ratings and Treatments
- Ethical Risk Register and Culture Monitoring Plan — Final Assembly

Applying Ethical Risk, Speak-Up and Conduct Culture After the Course

- Run a calibration session with business unit heads to rate the top ten integrity exposures using harm, likelihood and detectability scales.
- Audit the speak-up channel against the intake triage matrix and reporter feedback standards, then brief the ethics committee on gaps.

Ethical Risk, Speak-Up and Conduct Culture Questions FAQ

What is ethical risk, speak-up and conduct culture work and why does it matter now?

It is the discipline of spotting integrity exposures, giving people safe ways to raise concerns and measuring how behaviour is trending. It matters now because misconduct becomes public quickly and directors expect evidence, not assurances, that culture is sound.

Which roles gain most from ethical risk, speak-up and conduct culture training?

Ethics and integrity leads, hotline owners, investigation leads, second-line risk specialists and board advisers gain most. You benefit most if you already handle conduct cases and want to move from single investigations to patterns across the organisation.

How does ethical risk, speak-up and conduct culture training differ from a general risk management course?

It focuses on human behaviour rather than financial or operational exposures. A general course covers risk processes broadly, while this one concentrates on codes, reporting channels, retaliation, culture indicators and investigations, the tools that decide whether people choose to act with integrity.

What do you bring back from ethical risk, speak-up and conduct culture training?

You bring back a rated register of integrity exposures and a plan for monitoring culture through indicators. Both are ready for an ethics committee to review, with owners, triggers and reporting rhythms already proposed.

Ethical Risk, Speak-Up and Conduct Culture: The Way Forward

The ethical risk register and culture monitoring plan first informs which integrity exposures receive treatment funding and attention this year. Ethics committees, second-line specialists and internal auditors use it to align their work. After its first quarterly cycle, revisit whether the chosen indicators truly anticipated cases raised through speak-up channels, and retire any measure that merely counted activity.