



18/02/2021

# 360° BENCHMARKING REPORT

Organisation: Post Office Ltd

Report on your whistleblowing arrangements

Protect – Speak up, stop harm (formerly Public Concern at Work) | The  
Green House, 244-254 Cambridge Heath Rd, London, E2 9DA  
Registered charity no. 1025557

Business support:

**GRO**

| Advice line:

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# 360° Benchmarking Report Detail

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The 360 Benchmark incorporates these landmark regulatory requirements, current industry best practice and Protect's well-established Code of Practice on effective whistleblowing arrangements.

This report outlines the scores that were generated through your self-assessment. The Benchmark is divided into three key areas:

## Governance

Ensuring the structure and oversight of whistleblowing arrangements meets best practice.

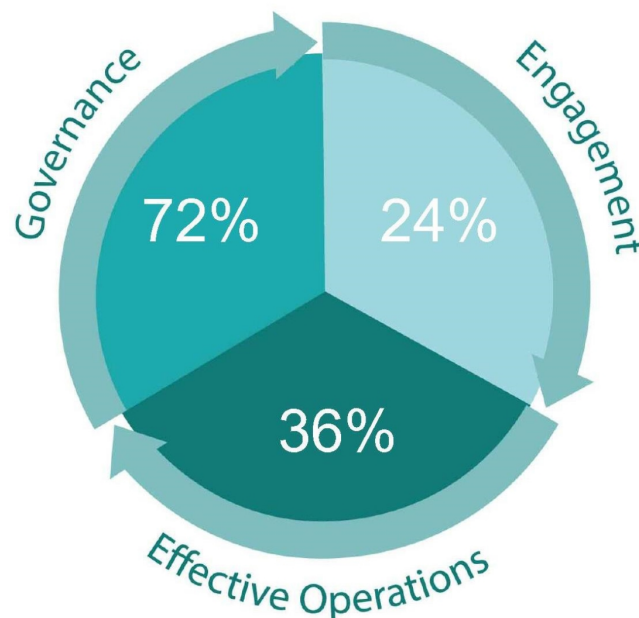
## Engagement

How you engage with staff to encourage them to whistleblow and how your managers can help handle concerns.

## Operations

How whistleblowing works in practice in your organisation from how staff are supported on the ground, to providing feedback to the processes you have, and how you record and investigate concerns.

**Your 360° Benchmark score is 46%**



Please note: The data generated through your self-assessment has been expertly processed to give weighting to some scores, as greater value must be placed on certain standards of the 360° Benchmark. Further information on this weighting process can be provided on request.

# Comparative Data

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The tables and graphs below provide an indication of your verified scores compared with the range of scores that were achieved by other organisations who have completed the 360° Benchmark. This data has been broken down into quartile bands to help identify where your scores compare with other organisations of a similar size in your sector.

Graph 1 - Comparison of your score and other organisations who have completed the 360° Benchmark



Table 1 - Comparison of your score and other organisations who have completed the 360° Benchmark

	Total Score	Governance	Engagement	Operations
Bottom 25%	21%	24%	0%	7%
2nd 25%	47%	53%	17%	38%
Median	60%	69%	41%	56%
3rd 25%	72%	85%	62%	73%
Top 25%	99%	98%	100%	100%
Your Score	46%	72%	24%	36%

Table 2 - Comparison of your score and other organisations within your sector who have completed the 360° Benchmark

Total	Your Score	Group	Difference
Governance	72%	80%	8%
Engagement	24%	56%	32%
Operations	36%	67%	31%
Total	46%	70%	24%

Table 3 - Comparison of scores with other organisations with between 1000 - 9999 employees.

Total	Your Score	Group	difference
Governance	72%	67%	5%
Engagement	24%	39%	15%
Operations	36%	55%	19%
Total	46%	60%	14%



Table 4 - Comparison of scores with other organisations who operate in only one country.

Total	Your Score	Group	difference
Governance	72%	62%	10%
Engagement	24%	28%	4%
Operations	36%	51%	15%
Total	46%	54%	8%

Table 5 - Comparison of scores with other organisations who operate in more than 6 countries.

Total	Your Score	Group	difference
Governance	72%	75%	3%
Engagement	24%	48%	24%
Operations	36%	59%	23%
Total	46%	67%	21%



## Report Findings

# Governance 72%

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Section	Score
Accountability	61%
Written Policy and Procedures	86%
Review and Reporting	59%
Total	72%

## Accountability

Section Total

61%

Considers the roles different individuals have and their engagement with the whistleblowing arrangements. Clear accountability structures will help staff better understand their roles in relation to the whistleblowing arrangements. Active engagement from senior leaders may improve staff trust and confidence in your whistleblowing arrangements.

### Recommendation

You have a good score in this area. In order to improve on this score in line with best practice, you need to show how senior leaders within your organisation engage with the whistleblowing arrangements and actively demonstrate a commitment to workers raising concerns without fear of reprisal. You also need to ensure that designated personnel (for example the whistleblowing champion and team) clearly understand their roles and responsibilities.

Section 1 Cont...

## Governance

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### Written Policy & Procedures

Section Total

86%

A well drafted whistleblowing policy helps to provide staff with a clear understanding of what whistleblowing is and the processes by which an individual can raise and/or escalate a concern. It will also provide staff with assurances about victimisation and confidentiality.

#### Recommendation

You have achieved a good score in this area and there are no specific recommendations at this stage.

### Review & Reporting

Section Total

59%

Considers the processes by which you review and report on whistleblowing arrangements. Conducting reviews enables organisations to practically see whether whistleblowing arrangements are effective in practice and action learning points.

#### Recommendation

You have achieved a good score in this area but additional work should be considered to strengthen governance. When reviewing the arrangements, recommendations should be assigned ownership with a timeline for completion. Serious concerns raised and positive outcomes from whistleblowing cases should be reported to the Board. These should be redacted in order to protect the identity of the whistleblower. You could consider incorporating an overview of management information on whistleblowing in published data e.g. annual reports.



# Engagement 24%

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Section	Score
Communications	30%
Training	8%
Total	24%

## Communications

Section Total

30%

Engaging regularly with staff is essential to building a strong speak up culture. Staff will not have confidence in whistleblowing arrangements if they are not aware of them.

### Recommendation

This section requires improvement. We recommend that you review your communications materials to ensure that you engage with different staff groups and cultures. Messages encouraging staff to raise concerns might be included in various media such as posters and staff training. Finally, think about how you test staff awareness and confidence in the whistleblowing arrangements (for example by using staff surveys, focus groups and exit interviews)

Section 2 Cont...



## Engagement

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# Training

Section Total

8%

Clear and detailed training on whistleblowing provides your workforce with a good understanding of arrangements. Training can help embed the importance of whistleblowing and key policy messages.

## Recommendation

This section requires improvement. We recommend that staff, designated managers and line managers receive in-depth training on whistleblowing. In most circumstances line managers or named designated contacts are the first people to receive a whistleblowing concern. Accordingly, line managers should receive appropriate training in order to accurately identify concerns and effectively handle the individual raising the concern. This minimises the likelihood that concerns will be escalated further and helps make best use of your resources. You may wish to review how you provide training to your workforce (e.g. instructor led by e-learning).

A horizontal progress bar with a teal background. A white vertical line is positioned at the 36% mark, and the text 'Operations 36%' is displayed in white to the left of the line.

# Operations 36%

A yellow square containing the number '8' in white.

# 8

Section	Score
Support and Protection	41%
Recording and Investigations	56%
Resolution and Feedback	18%
Total	36%

## Support & Protection

Section Total

41%

Considers internal processes in place for supporting and protecting staff who raise whistleblowing concerns. Implementing effective processes for managing confidentiality and victimisation will help to ensure staff are appropriately supported and protected when they raise concerns. Implementing clear policy messaging and protocols for supporting and protecting staff who raise concerns is essential.

### Recommendation

This section requires improvement. We recommend that you operate multiple support networks within your organisation to enable whistleblowers to seek support when raising concerns (such as whistleblowing advocates trade unions and Employee Assistance Programs). Consider how you ensure that confidentiality is maintained throughout the whistleblowing process. You should ensure the risk of victimisation is considered in each whistleblowing case and that appropriate safeguards are put in place to prevent this. Finally, you should ensure that any settlement agreement that you have with staff clearly states that nothing in the agreement prevents staff from making a whistleblowing disclosure.

Section 3 Cont...

## Recording & Investigation

Section Total  
**56%**

This section considers the processes by which you record and investigate concerns. Having clear processes and principles for recording and investigating concerns will help to ensure consistency in handling a whistleblower.

### Recommendation

You have achieved a good score in this area. We recommend that you periodically review management information to ensure consistency of processes in recording concerns. You should ensure that investigation guidance is clear on the key principles that are to be followed when whistleblowing concerns are investigated (such as confidentiality, competence and independence). You should ensure that an independent internal function conducts periodic reviews of your investigations, to ensure that the principles have been followed.

## Resolution & Feedback

Section Total  
**18%**

This looks at your processes for resolving concerns and how you provide feed receiving feedback from whistleblowers. Clear processes on feedback after the investigation will help give your staff confidence that their concerns have been addressed.

### Recommendation

This section requires improvement. We recommend that you implement standard processes for resolving any substantiated concerns. Where possible ensure that you provide feedback to whistleblowers on the outcome of concerns that are raised (subject to limitations imposed by confidentiality). Consider how you seek feedback from whistleblowers at the end of the process and use this information to improve your arrangements.



# Thank you for completing the Benchmark

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We hope this self-assessment 360° Benchmark report proves valuable in your efforts to strengthen your whistleblowing arrangements. You should read the recommendations of this report holistically, as poor practice within part arrangements will affect your scores and practice in other areas of your whistleblowing arrangements.

Protect can also independently verify your score by reviewing your current whistleblowing arrangements. By having your scores independently verified by Protect, we will be able to confirm the accuracy of your scores and help you to identify and implement any necessary improvements in line with industry best practice and provide a bespoke action plan for improvement.

Should you wish to discuss any points, please do not hesitate to get in touch.

Protect (formerly Public Concern at Work) developed this 360° Benchmark as a tool to test your organisation's whistleblowing arrangements against industry best practice and to benchmark your arrangements against other organisations.

We are the leading authority on whistleblowing in the UK with over 25 years expertise making whistleblowing work, supporting organisations to strengthen their arrangements and build a culture where staff are encouraged to speak up to stop harm.

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