

What is Project *Speak Up*?

Project *Speak Up* is the incredible, unique story behind our origins. Authored and led by our Founder *Ian Clarke* between January and August 2021 during his time as *Vice President, Global Banking Sales at HSBC USA*, it included:

- A 45-page **global investigative report**, compiled over 6 months, from interviews with 100 HSBC staff, plus referenced multi-source data, and senior briefings. It presented the methods, stories, costs and solutions to oppression within financial services.
- A **DE&I campaign** accompanying the report lobbying for a change in DE&I strategy at Europe's largest bank towards real inclusion for marginalised staff.

What were its findings?

Among its 11 shocking core findings (page 4):

1. **White, older, heteronormative, cis-males are judged, rewarded and supported regardless of performance or behaviour.**
2. **All other groups experience varying degrees of disadvantage that limits their potential**
3. **Visible impacts on financial results apparent**

What was its outcome?

Project *Speak Up* and its media storm created **the worlds first declared banking whistleblower on race inclusion**, sending shockwaves across the global banking industry. It changed the perception of People & Conduct Risk, and elevated Reputational Risks for corporate DE&I non-performance forever. For HSBC:

- **Share price fell \$36bn** over the 4 weeks marking report release and Ian's resignation
- **Dismissals** of multiple white Managing Directors implicated in illegal activity
- **Root + branch regulatory review** launched
- Bank sponsorship increases **+30 p/yr black scholarships** at Cambridge
- Bank adopts Ian's **12-point DE&I strategy**
- Bank appoints **3 black board members (1 woman)**, an historic first for a European bank

Find out More

Download the report, watch Ian's interview with Reuters, read his FAQ or link to associated press printed in 16 languages across 120 countries.

Click here to visit the Project Speak Up microsite.



Key Facts

Project Speak Up

Deilight
Consulting

**Because it's commercial
not just correct**

Diversity, Equity & Inclusion
Assess & Advise | Training | Public Speaking

PUBLICATIONS

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