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2023 Hotline & Incident Management Benchmark Report

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Agenda

- Emerging themes for 2022 data
- Database demographics, benchmark methodologies, and new this year
- Key findings for 2022 data
- Presenting data to leadership
- Q&A

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Emerging themes for 2022 data

Emerging themes for 2022 data

1. Reporting is at an all-time high, but reporters are proceeding with more caution and, in some cases, are reporting outside their organizations

2. More granular analysis of 24 Issue Types reveals workplace stresses as well as the impact of external priorities and events

3. People still want to _talk_ to a person when they have a concern, but are more likely to experience a substantiated outcome when they write it down and submit via the web

4. Size matters – smaller organizations have different intake and outcome trends than their bigger counterparts; mid-size companies are experiencing some challenges. Industry matters, too

Key Themes

Increased Reports YOY

We continue to see yearly increases in our total reports, with 2022 seeing our highest YOY increase ever (+20%).

Phone Is Still Relevant

Phone reports still account for 46% of our total reports, but that's consistently decreased from 55% in 2019.

Reports per 100 Team Members

With the increase in reports, the reports per 100 Team Members also increased significantly, from 2.03 to 2.60.
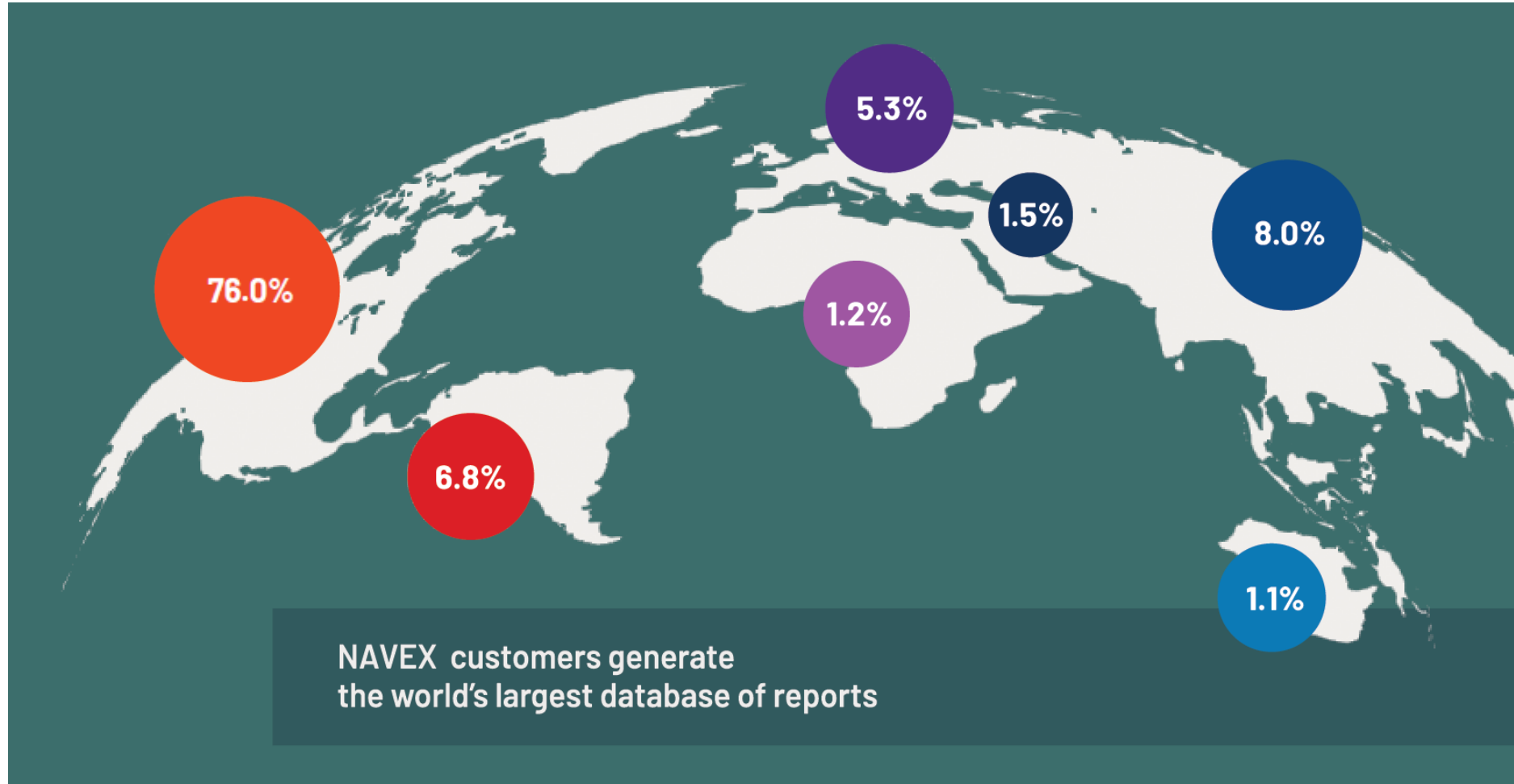
Business Ethics Reports Decreased

We saw a 20% decrease in Business Ethics cases despite prior year increases in this category. Yet HR/Workplace Civility cases increased 22%.

Database demographics, benchmark methodologies, and new this year

2022 database demographics

NAVEX customers generate
the world's largest database of reports

76.0%
5.3%
1.5%
8.0%
1.2%
6.8%
1.1%

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Database demographics

TOP 6 INDUSTRIES

Retail Trade

Healthcare and Social Assistance

Finance and Insurance

Transportation and Warehousing

Transportation Equipment Manufacturing

Food Services and Drinking Places

Report distribution by employee count (2022)

0–2,499	8%
2,500–5,999	4%
6,000–9,999	8%
10,000–49,999	30%
50,000–99,999	19%
100,000+	31%

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How we calculate our benchmark metrics

- For statistical accuracy and relevance, our analysis includes only organizations that received 10 or more reports in 2022

- The resulting database includes 3,430 organizations that received a total of 1.52 million individual reports

- Mappings are assigned and fields are calculated for each of those 1.52 million reports

- Some statistics are calculated using all reports individually, usually to show the frequency of mapped values

- More often, metrics are calculated first at the organization level and then statistics about those calculated metrics are presented

    - Doing so allows for direct comparison, e.g. Reports per 100 Employees

- Altering distributions is done sparingly and only to improve quality of insights gained from statistics

Medians, means and distributions

- There are no "right" outcomes in hotline benchmarking data

- To mitigate the impact of outliers that might skew the overall reporting data:

  - We calculate each benchmark metric for each organization, then identify the median (midpoint) across the total population.

  - This methodology allows us to create a clearer picture of what is happening in our customers' organizations, as well as provide organizations with benchmarking data that is not skewed by organization size.

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New for 2023

- Refined Benchmark Categories/Issue Types

- Further exploration into Issue Types

- Additional data points and ranges for some metrics

- Additional decimal places provided for some key metrics

- Additional data by organizational size

- Same-day case closures by Benchmark Category

- Refined calculation methodology for Substantiation Rate

Refined benchmark categories and 24 issue types

- Accounting, Auditing and Financial Reporting
    1. Accounting, Auditing and Financial Reporting
- Business Integrity
    2. Bribery and Corruption
    3. Confidential and Proprietary Information
    4. Conflicts of Interest
    5. Data Privacy and Protection
    6. Free and Fair Competition
    7. Global Trade
    8. Human Rights
    9. Insider Trading
    10. Other Business Integrity
    11. Political Activity
    12. Product Quality and Safety

- HR, Diversity & Workplace Respect
    14. Compensation and Benefits
    15. Discrimination
    16. Harassment
    17. Other Human Resources
    18. Retaliation
    19. Substance Abuse
    20. Workplace Civility
- Environment, Health & Safety
    20. Environment
    21. Health and Safety
    22. Imminent Threat to a Person or Property
- Misuse or Misappropriation of Assets
    23. Misuse or Misappropriation of Assets
- Other
    24. Other

Key findings
from 2022 data
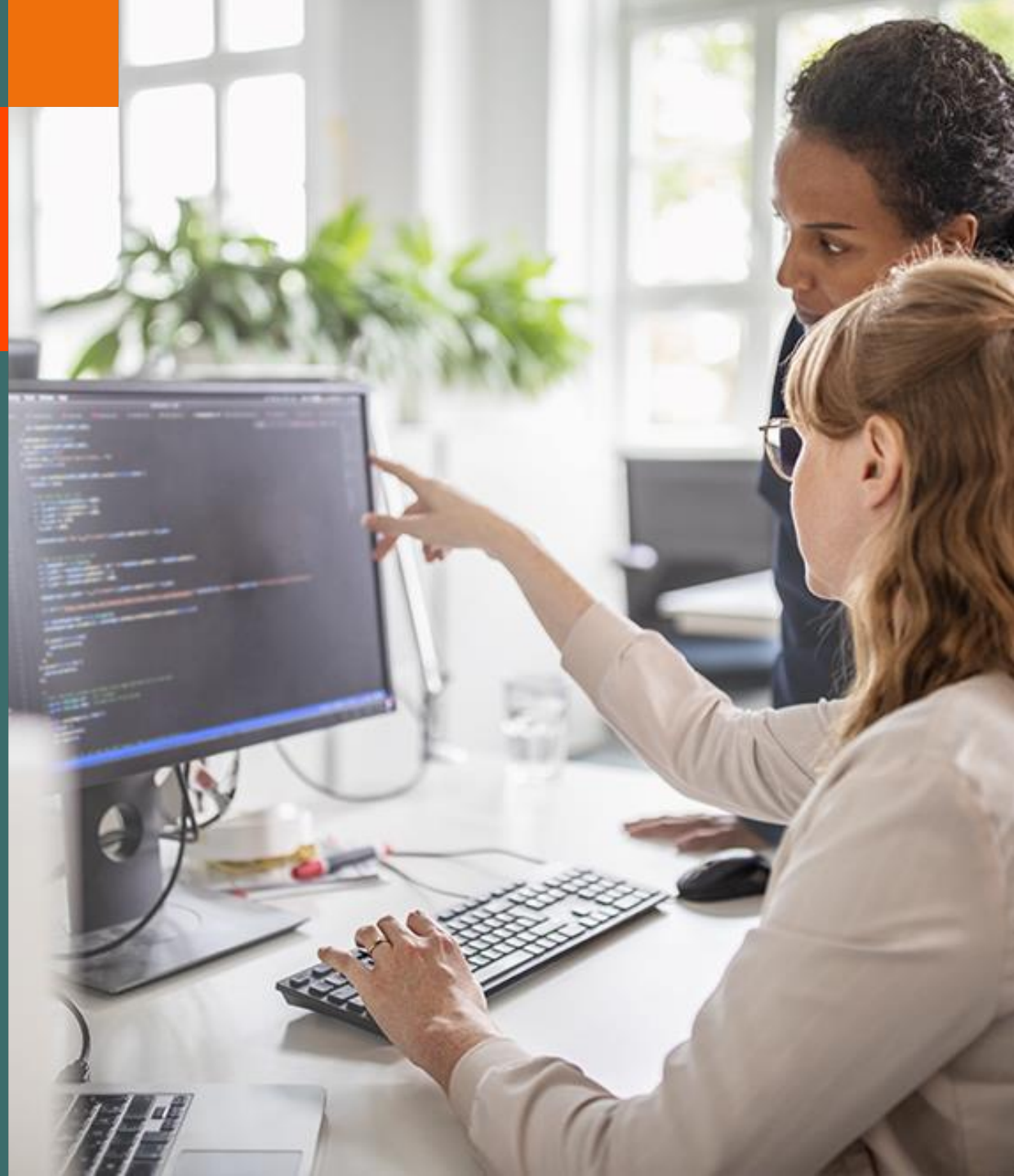
1. Reporting at all-time high, but reporters are proceeding with more caution and, in some cases, are reporting outside their organizations

Report Volume reaches highest levels ever; ranges widen

Report Volume – Reports per 100 Employees Median Report Value (MRV)

Median Reporting Value (MRV) and Ranges

Legend: Median — Range — Central 50% Range

Year	0.2	0.53	1.30	3.48	11.3
2020	0.2	0.53	1.30	3.48	11.3
2021	0.2	0.57	1.26	3.45	10.7
2022	0.3	0.63	1.47	4.00	12.7

Number of Reports per 100 Employees
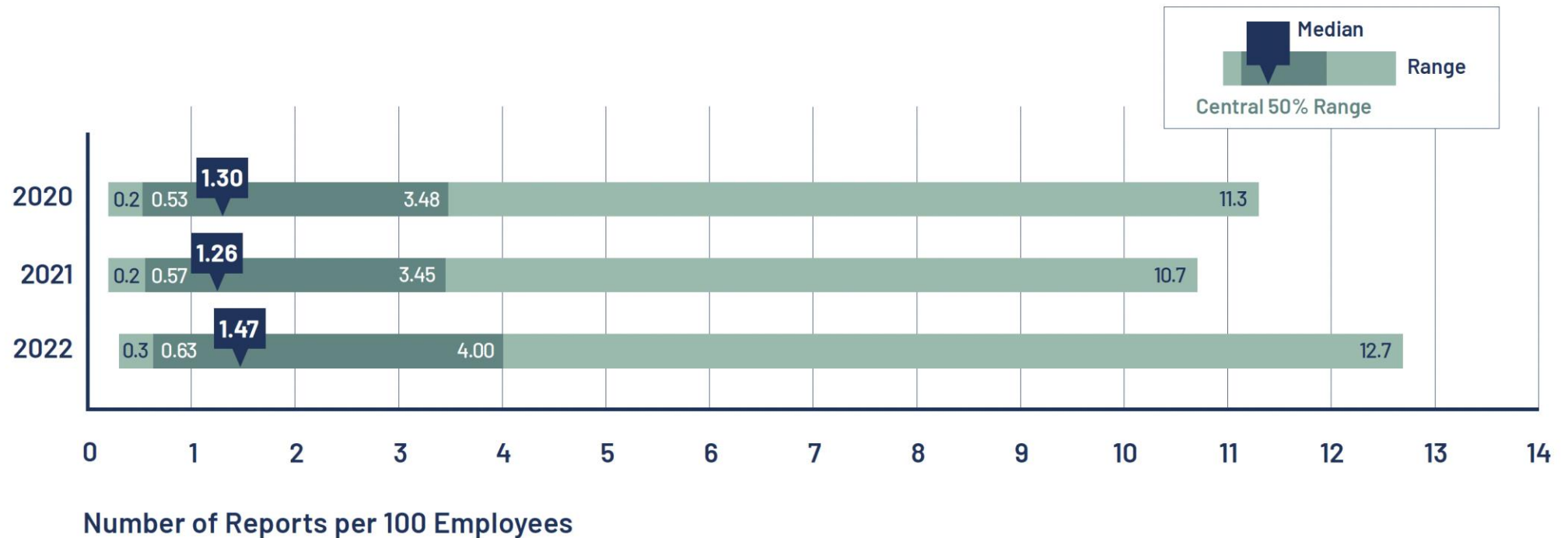
Report Volume by *mean* values shows impact of skewed distributions

Report Volume – Reports per 100 Employees Mean Values

Year	5% Trimmed Mean	10% Trimmed Mean
2020	2.84	
2021	2.87	
2022	3.28	
2020		2.16
2021		2.13
2022		2.48

■ 5% TRIMMED MEAN   ■ 10% TRIMMED MEAN

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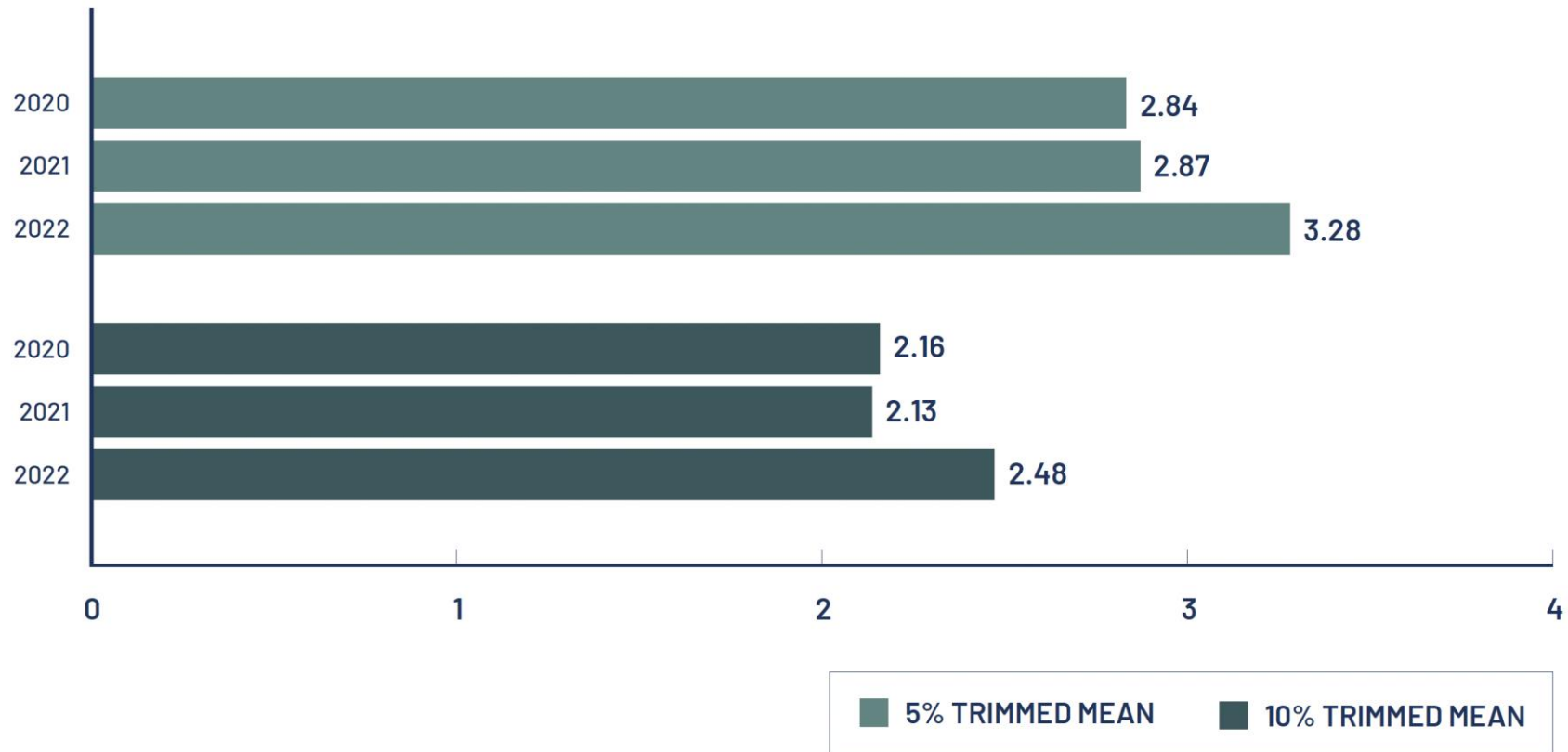
By frequency, over 20% of organizations received 5 or more Reports per 100 Employees

Report Volume – Reports per 100 Frequency Distribution

Reports per 100	2021	2022
0.0 – 0.24	10%	7.4%
0.25 – 0.49	12%	11.9%
0.5 – 0.99	20%	18.2%
1.0 – 1.49	13%	12.9%
1.5 – 1.99	6%	8.1%
2.0 – 2.99	11%	10.4%
3.0 – 3.99	6%	5.9%
4.0 – 4.99	4%	3.9%
5.0 or more	18%	21.3%

Frequency of Reports per 100 Employees
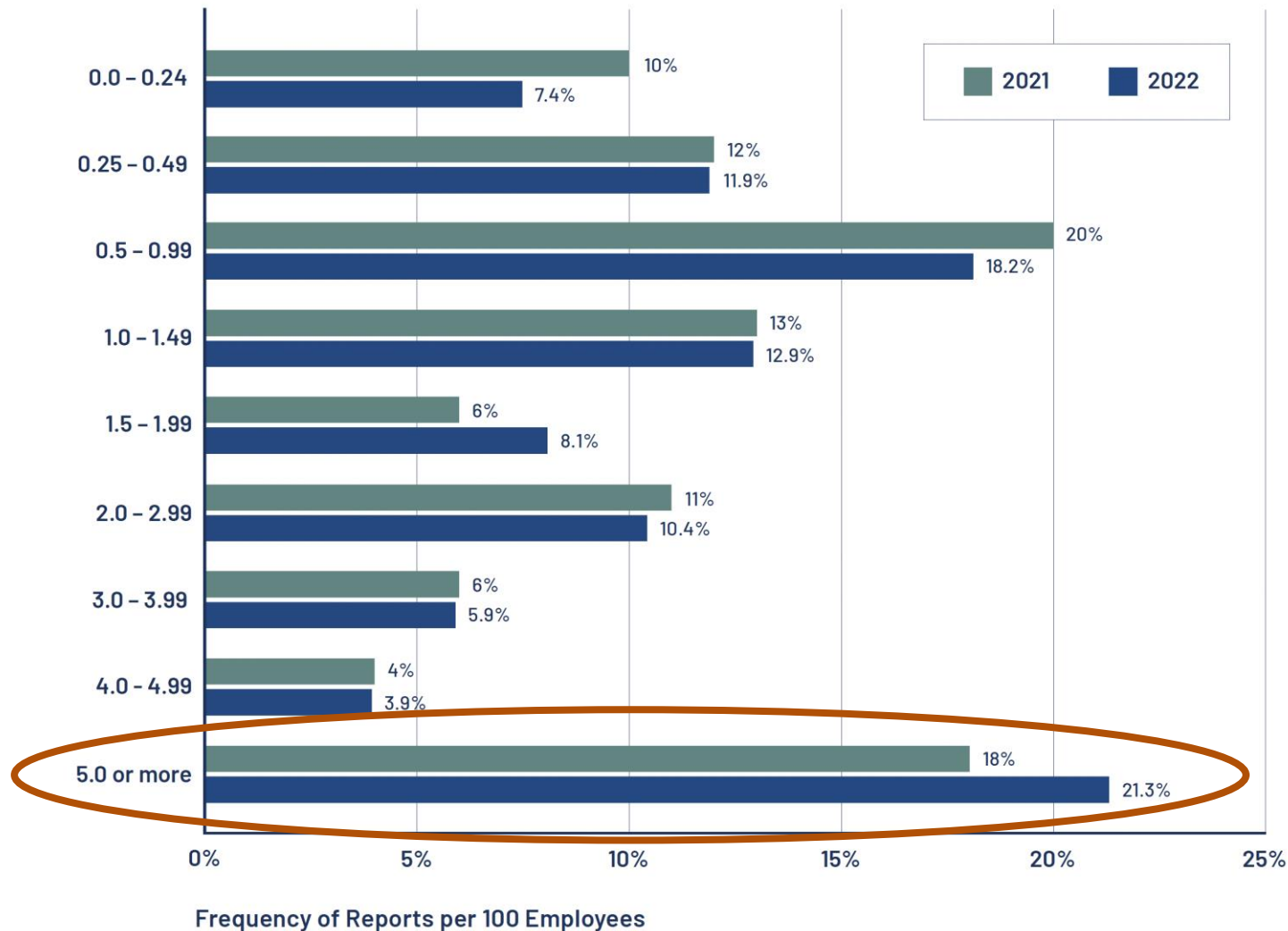
Organizations tracking reports from all sources record twice as many reports

Report Volume – Intake Method: Organizations Tracking Web and Hotline Only

Median Reporting Value (MRV) and Range, Refined
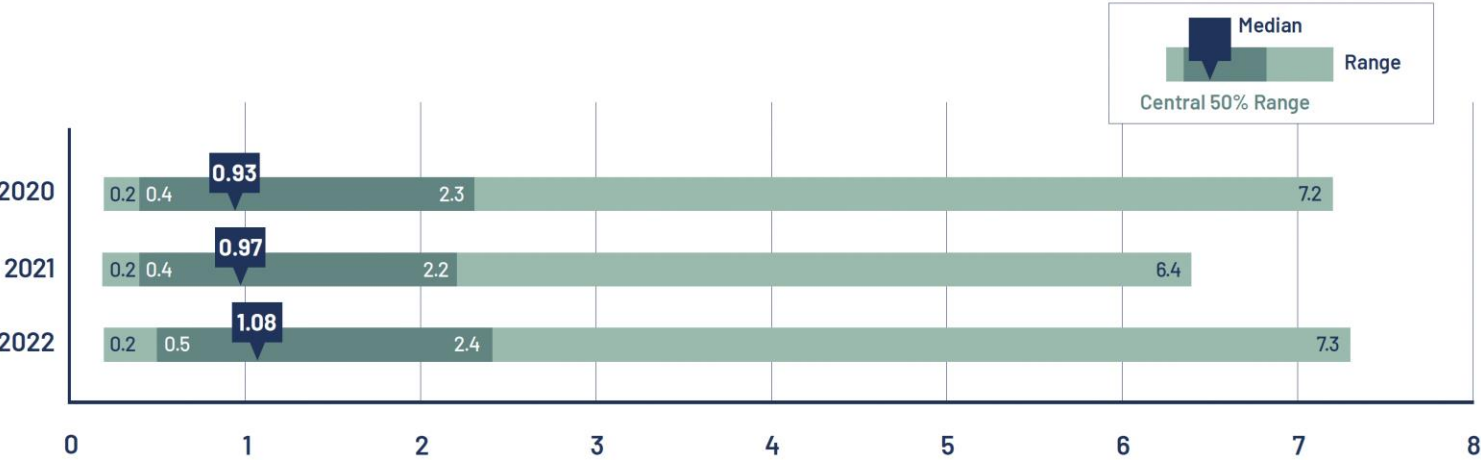
Reports per 100 Employees

Report Volume – Intake Method: Organizations Tracking All Sources

Median Reporting Value (MRV) and Range, Refined
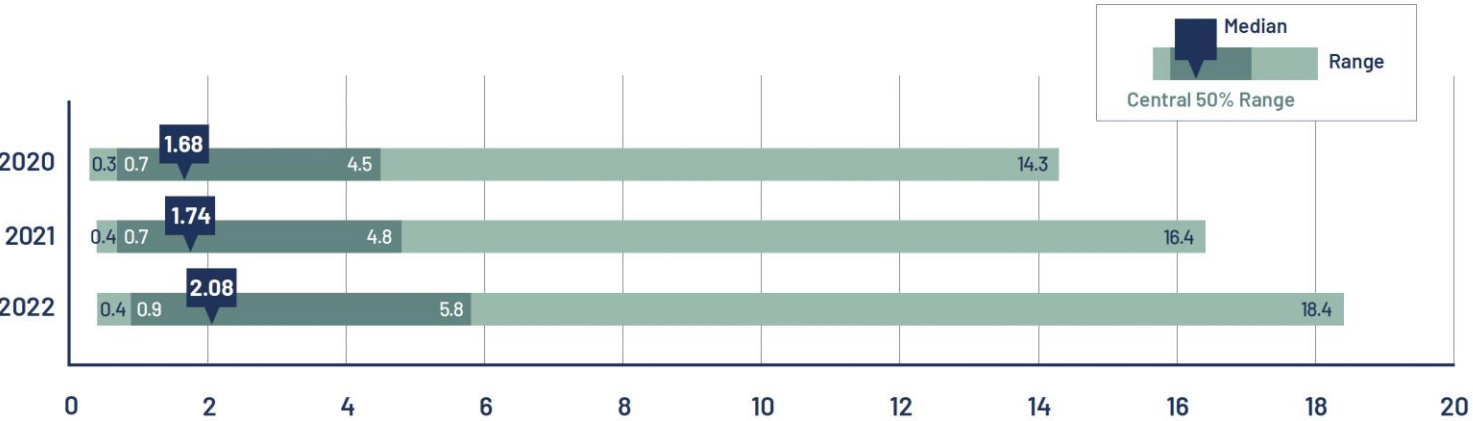
Reports per 100 Employees

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New Reports

2022 New Reports (All)

Report Volume	Alert Line Reports	Anonymous Reporters	Reports Per 100 Team Members
20.3%	**81.2%**	**43.3%**	**2.6**
increase over 2021	0.6% higher than 2021	0.1% lower than 2021	Increase of 0.57 over 2021

2022 New Reports (International Only)

Report Volume	Alert Line Reports	Anonymous Reporters	Reports Per 100 Team Members
9.1%	**80.4%**	**65.6%**	**0.6**
increase over 2021	4.7% higher than 2021	1.1% higher than 2021	

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Monthly reporting patterns continue

Report Volume – Monthly Report Volume Comparison

Frequency Distribution

Anonymous reporting rebounds, unfortunately, demonstrating shift to more caution

Anonymous vs. Named Reporting – Anonymous Reporting Rate
Median Reporting Value (MRV)
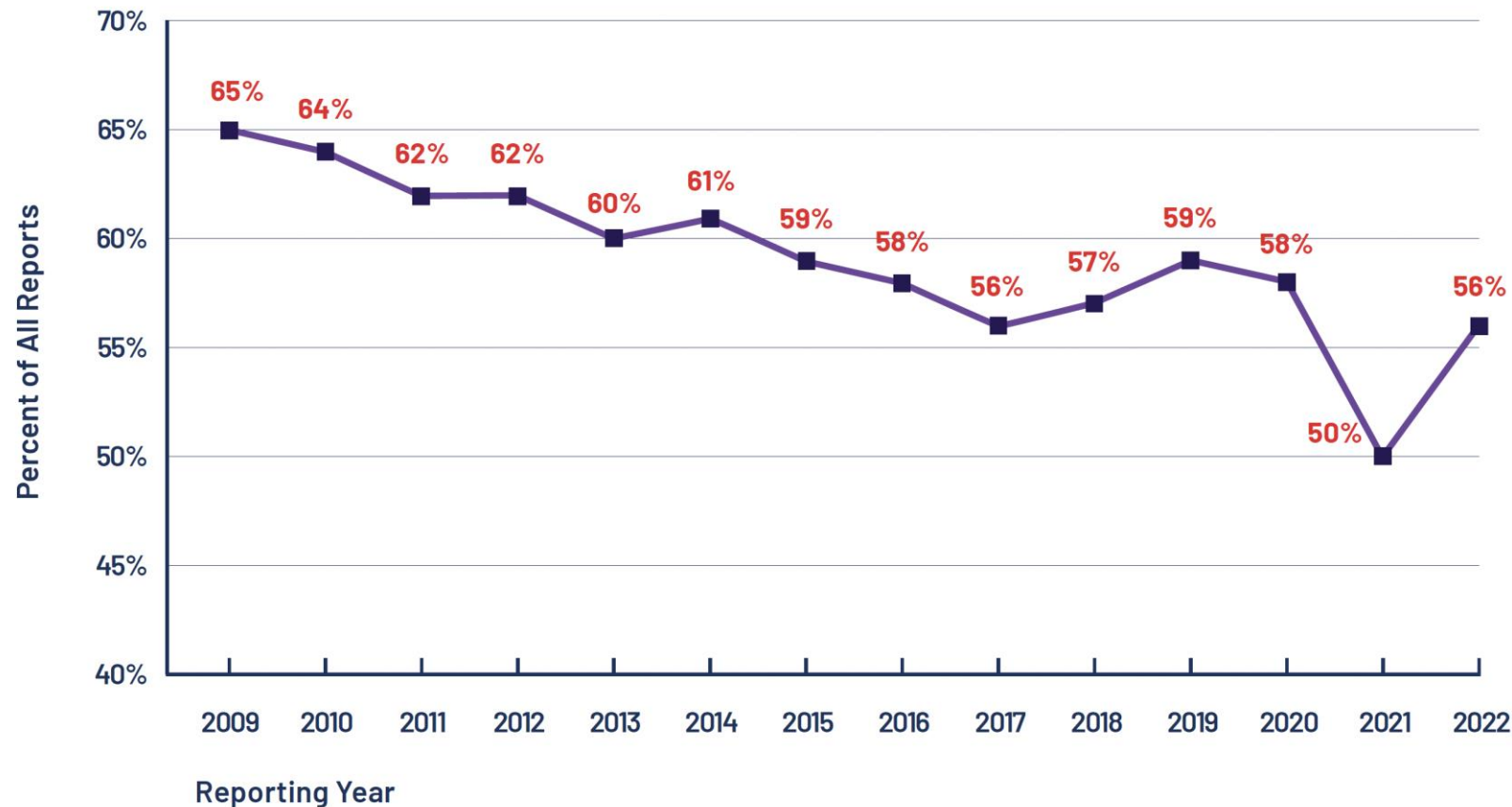
Central 50% range provides better picture of anonymous reporting

Anonymous vs. Named Reporting – Anonymous Reporting Percentile Comparison

Legend:
- **Median**
- **Range**
- Central 50% Range

2021: 3% | 22% | 50% | 70% | 83%

2022: 14% | 35% | 56% | 73% | 84%

X-axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

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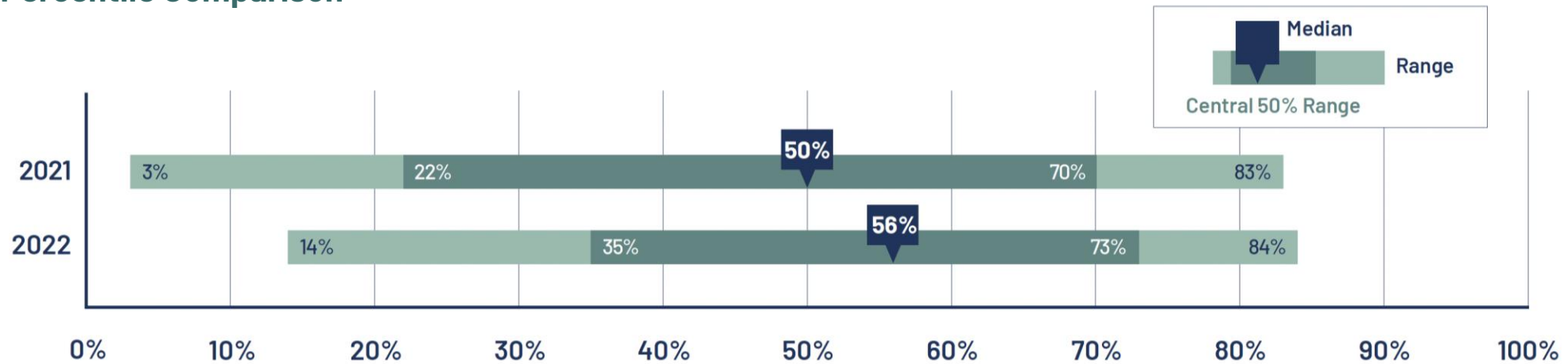
Anonymous reporters less likely to follow-up

Follow-Up Rate to Anonymous Reports

Median Reporting Value (MRV)
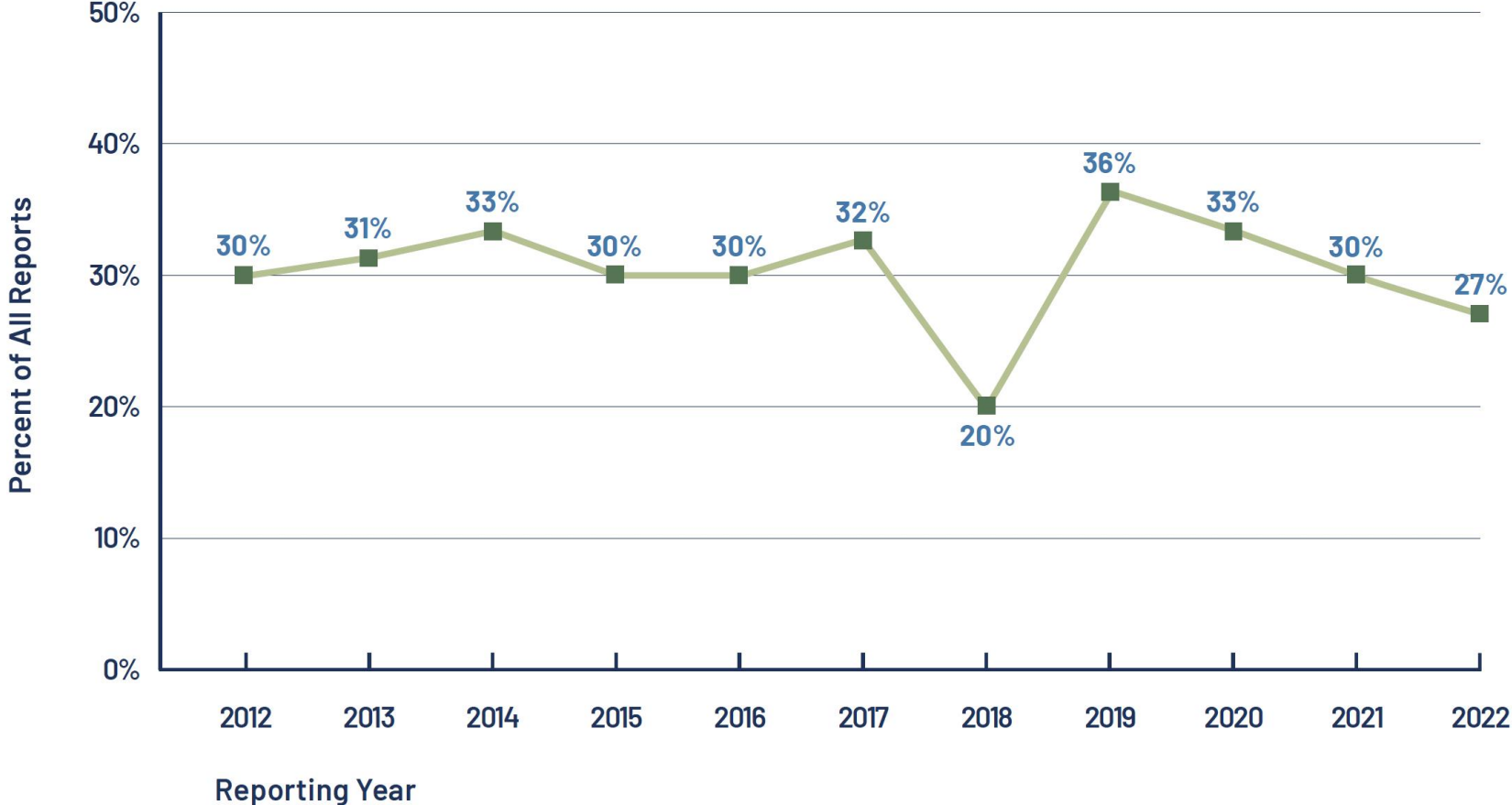
Inquiries remain at all time lows – a missed opportunity

Benchmark Categories and Issue Types – Allegations vs. Inquiries

	2019	2020	2021	2022
Allegation	85%	86%	90%	**90%**
Inquiry	15%	14%	10%	**10%**

External reporting to SEC remains high
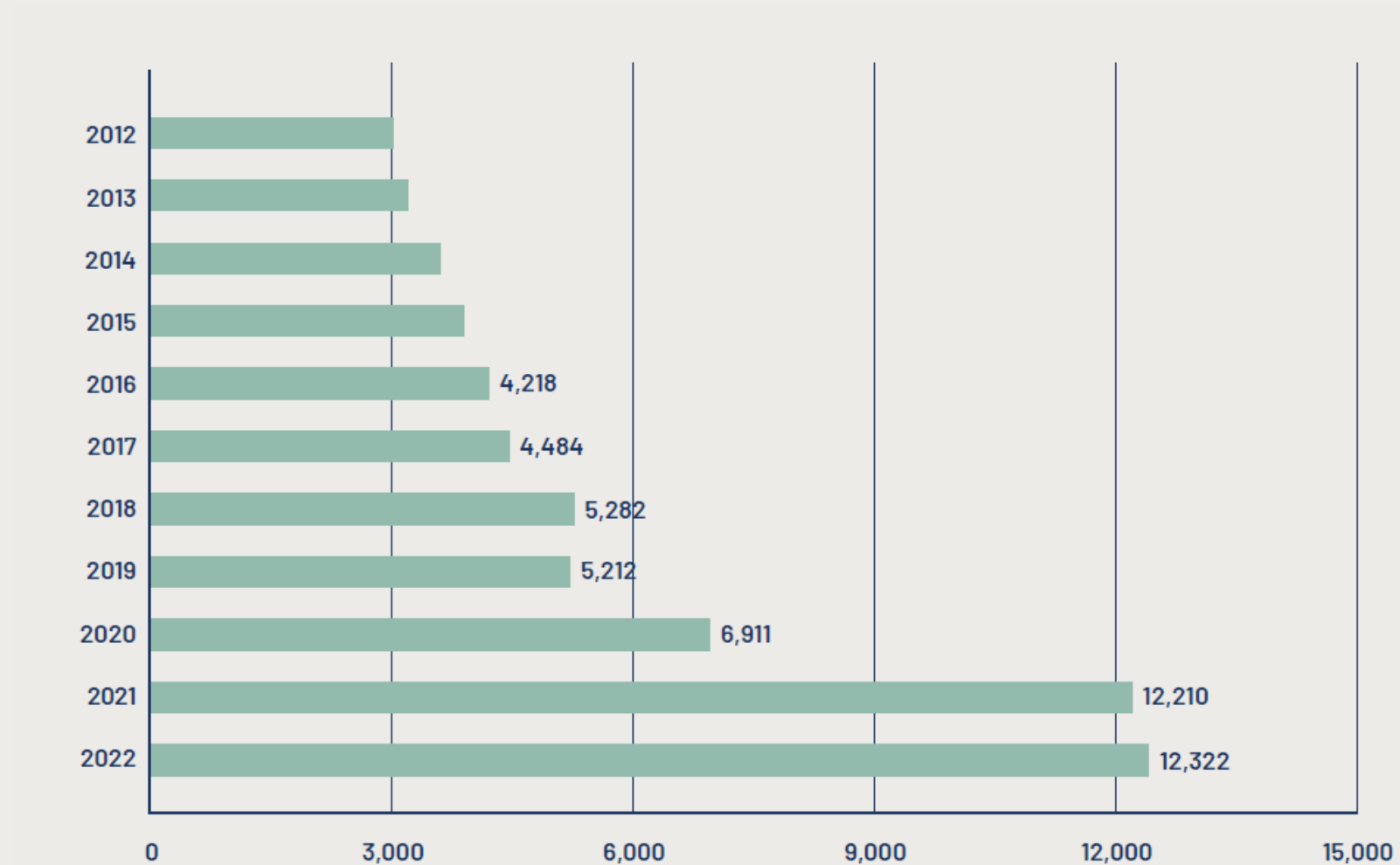
Year	Value
2012	
2013	
2014	
2015	
2016	4,218
2017	4,484
2018	5,282
2019	5,212
2020	6,911
2021	12,210
2022	12,322

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2. More granular analysis of 24 *Issue Types* reveals workplace stresses as well as the impact of external priorities and events

Increase in median HR-related reports is culture indicator

Report Benchmark Categories & Issue Types – Benchmark Categories by Category, Median

Median Reporting Value (MRV)

Accounting, Auditing & Financial Reporting
- 2021: 5.1%
- 2022: 4.4%

Business Integrity
- 2021: 18.2%
- 2022: 18.8%

HR, Diversity & Workplace Respect
- 2021: 50.0%
- 2022: 53.8%

Environment, Health & Safety
- 2021: 8.7%
- 2022: 6.8%

Misuse or Misappropriation of Assets
- 2021: 4.3%
- 2022: 3.7%

Other
- 2021: 13.3%
- 2022: 14.2%

Percent of Reports

0% 10% 20% 30% 40% 50% 60%
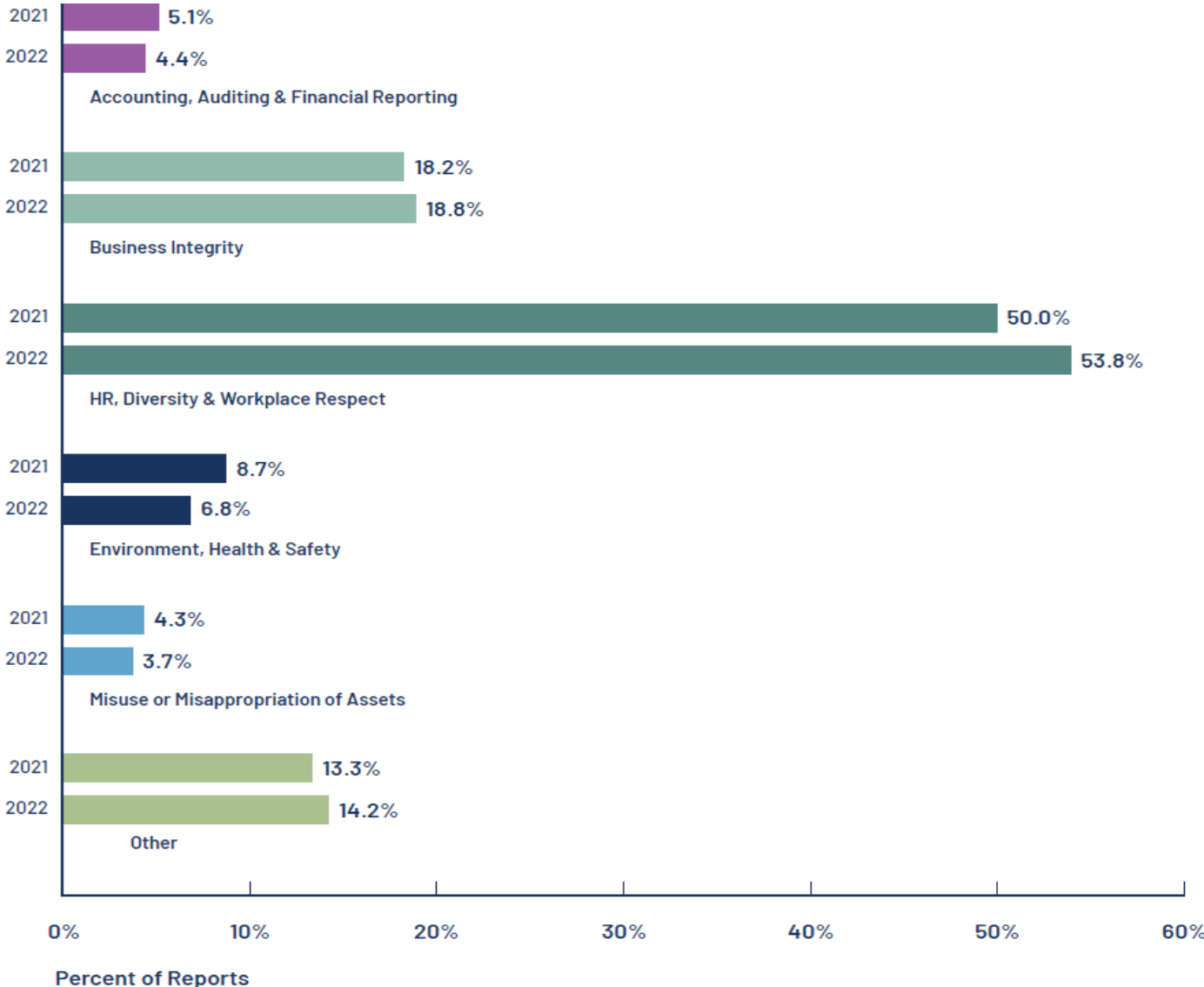
Reviewing frequency of Issue Types highlights workplace concerns

Report Benchmark Categories & Issue Types – Reports by Issue Type, Frequency

Frequency Distribution

Benchmark Category	Issue Type	2021	2022
Accounting, Auditing & Financial Reporting			
	Accounting, Auditing and Financial Reporting	2.28%	2.12%
Business Integrity			
	Bribery and Corruption	0.54%	0.69%
	Confidential and Proprietary Information	0.56%	0.47%
	Conflicts of Interest	10.11%	7.87%
	Data Privacy and Protection	5.37%	4.90%
	Free and Fair Competition	0.11%	0.10%
	Global Trade	0.14%	0.13%
	Human Rights	0.08%	0.10%
	Insider Trading	0.03%	0.03%
	Other Business Integrity	12.75%	14.54%
	Political Activity	0.02%	0.02%
	Product Quality and Safety	0.47%	0.52%

Benchmark Category	Issue Type	2021	2022
HR, Diversity & Workplace Respect			
	Compensation and Benefits	2.28%	2.23%
	Discrimination	7.39%	7.91%
	Harassment	3.64%	4.39%
	Other Human Resources	26.6%	26.7%
	Retaliation	0.78%	0.96%
	Substance Abuse	0.56%	0.71%
	Workplace Civility	6.37%	6.88%
Environment, Health & Safety			
	Environment	0.13%	0.12%
	Health and Safety	10.76%	9.53%
	Imminent Threat to a Person or Property	0.78%	0.37%
Misuse or Misappropriation of Assets			
	Misuse or Misappropriation of Assets	3.82%	3.94%
Other			
	Other	4.46%	4.80%
Total		100%	100%

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Workforce sentiment and mental health
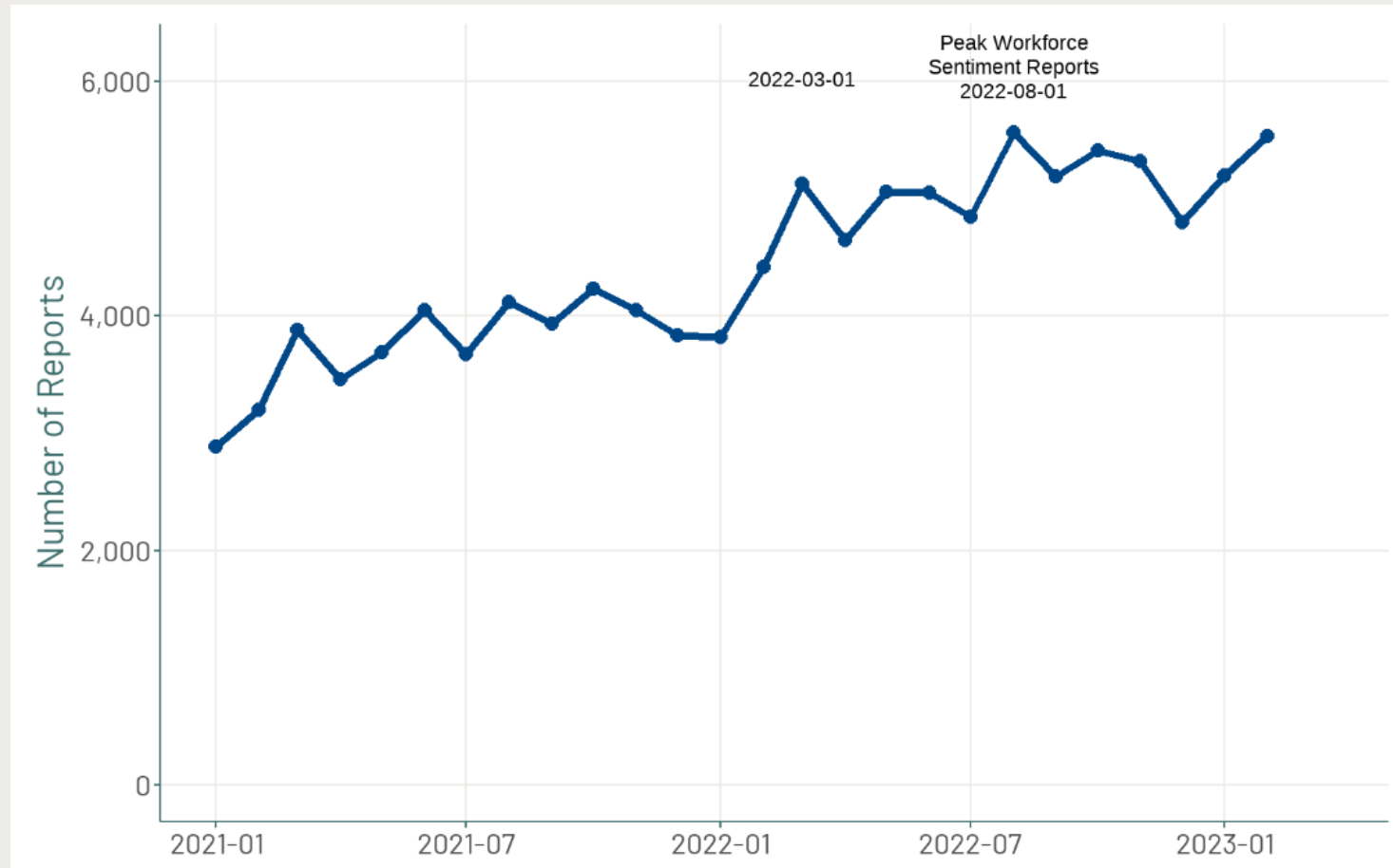
Terms include anti-work, anxiety, bullying, depression, exhausted, exhaustion, great resignation, mental health, mental illness, overworked, pressure, PTSD, quiet quitting, union

Workplace behavior–related issues comprise 3 of the top 5 Issue Types to be anonymous

Anonymous vs. Named Reporting – Anonymous Reporting by Issue Type
Frequency Distribution

Issue Category	Issue Type	2021	2022
Accounting, Auditing & Financial Reporting			
	Accounting, Auditing and Financial Reporting	32%	35%
Business Integrity			
	Bribery and Corruption	36%	24%
	Confidential and Proprietary Information	20%	24%
	Conflicts of Interest	14%	17%
	Data Privacy and Protection	8%	11%
	Free and Fair Competition	35%	41%
	Global Trade	13%	12%
	Human Rights	54%	42%
	Insider Trading	32%	31%
	Other Business Integrity	22%	25%
	Political Activity	30%	21%
	Product Quality and Safety	21%	22%

HR, Diversity & Workplace Respect			
	Compensation and Benefits	28%	34%
	Discrimination	36%	40%
	Harassment	40%	41%
	Other Human Resources	33%	35%
	Retaliation	31%	34%
	Substance Abuse	44%	42%
	Workplace Civility	46%	44%
Environment, Health & Safety			
	Environment	21%	23%
	Health and Safety	38%	34%
	Imminent Threat to a Person or Property	2%	4%
Misuse or Misappropriation of Assets			
	Misuse or Misappropriation of Assets	22%	25%
Other			
	Other	35%	41%

New Reports

2022 New Reports (All)

Primary Issue Type	YOY Change In No. of Reports	2022 Percent of Total Reports
Service Provider Related	71.3%	6%
HR/Workplace Civility	22.3%	51%
Other	18.5%	0.35%
Equal Employment	17.3%	26.4%
Security or Theft	14.9%	4.7%
Safety	6.9%	10.9%
Global Trade Compliance	-16%	0.11%
Business Ethics	-19.9%	0.6%
Accounting Controls	-83.3%	0.01%

2022 New Reports (International Only)

Primary Issue Type	YOY Change In No. of Reports	2022 Percent of Total Reports
Service Provider Related	56.3%	5%
Equal Employment	33.1%	15.54%
Security or Theft	25.6%	5.35%
HR/Workplace Civility	13.4%	60.3%
Safety	-18.6%	5.6%
Business Ethics	-30.4%	5.5%
Other	-32%	1.7%
Global Trade Compliance	-42.1%	1.1%
Accounting Controls	-100%	0.0%

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Overall Substantiation Rates remain steady, but... "overall" is the key word

Substantiation Rate – Overall Substantiation Rate

Median Reporting Value (MRV), Refined

Y-axis: **Percent of All Reports** (25% to 50%)

X-axis: **Reporting Year** *Refined

Data points:
- 2012: 36%
- 2013: 40%
- 2014: 40%
- 2015: 41%
- 2016: 40%
- 2017: 44%
- 2018: 42%
- 2019: 43%
- 2020: 42%
- 2021*: 41%
- 2022: 41%
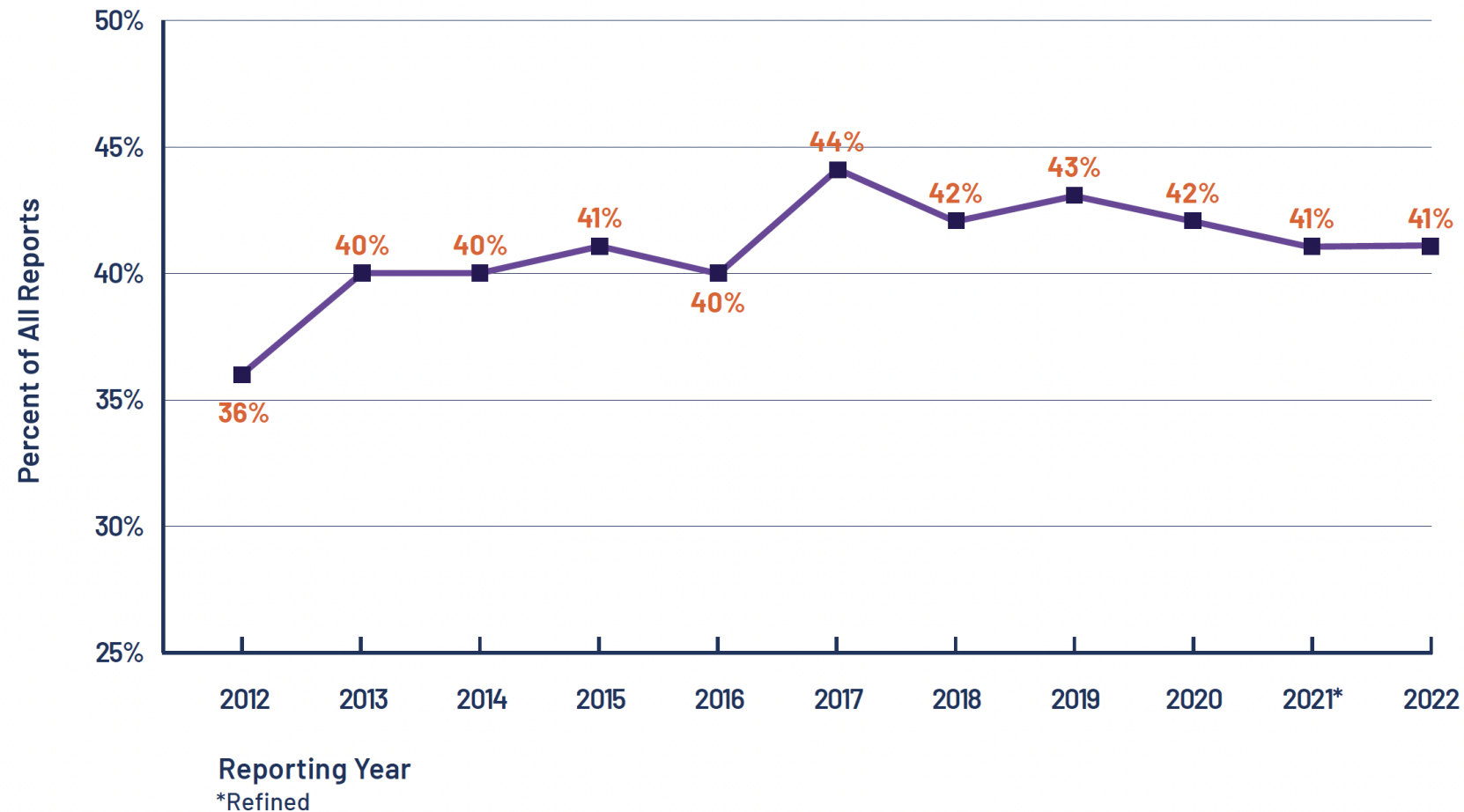
EH&S and misuse of assets showed the highest Substantiation Rate in the benchmark categories and...

Substantiation Rate – Substantiation Rate of Allegations by Benchmark Category

Median Reporting Value (MRV), Refined

	Accounting, Auditing & Financial Reporting	Business Integrity	HR, Diversity & Workplace Respect	Environmental, Health & Saftey	Misuse or Misappropriation of Assets	Other
2020 (refined)	48%	44%	37%	42%	50%	–
2021 (refined)	44%	43%	38%	46%	50%	33%
2022	46%	43%	38%	50%	50%	33%

A more granular review gives a better picture of those Issue Types with fewer total reports but high Substantiation Rates

Issue Category	Issue Type	2021	2022
Accounting, Auditing & Financial Reporting			
	Accounting, Auditing and Financial Reporting	53%	53%
Business Integrity			
	Bribery and Corruption	41%	40%
	Confidential and Proprietary Information	45%	57%
	Conflicts of Interest	39%	41%
	Data Privacy and Protection	70%	68%
	Free and Fair Competition	54%	40%
	Global Trade	93%	76%
	Human Rights	42%	43%
	Insider Trading	45%	61%
	Other Business Integrity	51%	53%
	Political Activity	46%	17%
	Product Quality and Safety	57%	46%

Issue Category	Issue Type	2021	2022
HR, Diversity & Workplace Respect			
	Compensation and Benefits	51%	49%
	Discrimination	31%	31%
	Harassment	43%	43%
	Other Human Resources	46%	44%
	Retaliation	15%	17%
	Substance Abuse	40%	49%
	Workplace Civility	43%	45%
Environment, Health & Safety			
	Environment	57%	71%
	Health and Safety	65%	65%
	Imminent Threat to a Person or Property	82%	75%
Misuse or Misappropriation of Assets			
	Misuse or Misappropriation of Assets	66%	67%
Other			
	Other	41%	44%

While Case Closure Time remains fairly consistent year over year...

Case Closure Time – Organization Median Values Percentile Comparison

Legend: Median | Range | Central 50% Range

Year	Values
2021	5, 12, 24, 46, 96
2022	5, 12, 24, 47, 95

Axis: 0, 20, 40, 60, 80, 100, 120, 140, 160, 180, 200
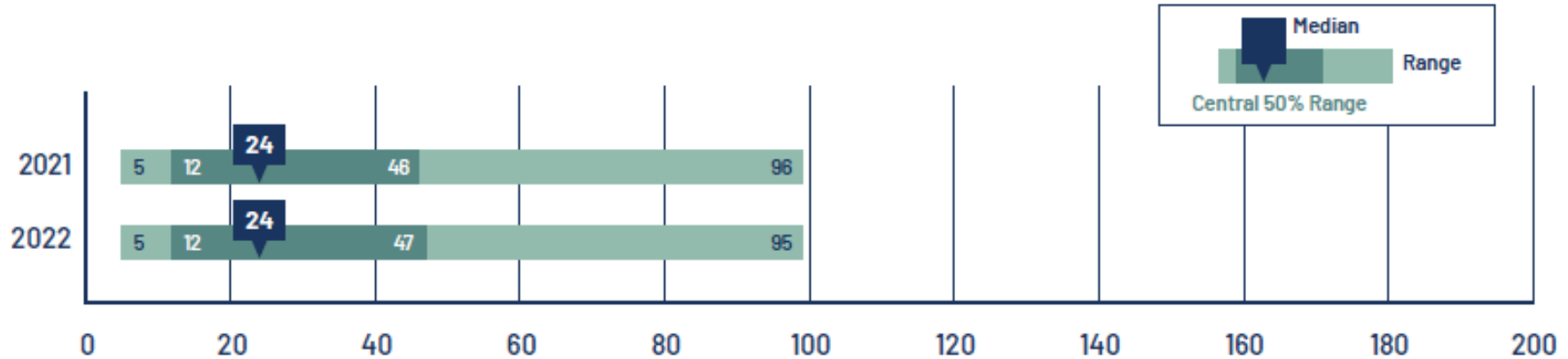
Case Closure Time – Organization Mean Values Percentile Comparison

Legend: Median | Range | Central 50% Range

Year	Values
2021	14, 24, 42, 83, 170
2022	13, 24, 44, 83, 170

Axis: 0, 20, 40, 60, 80, 100, 120, 140, 160, 180, 200

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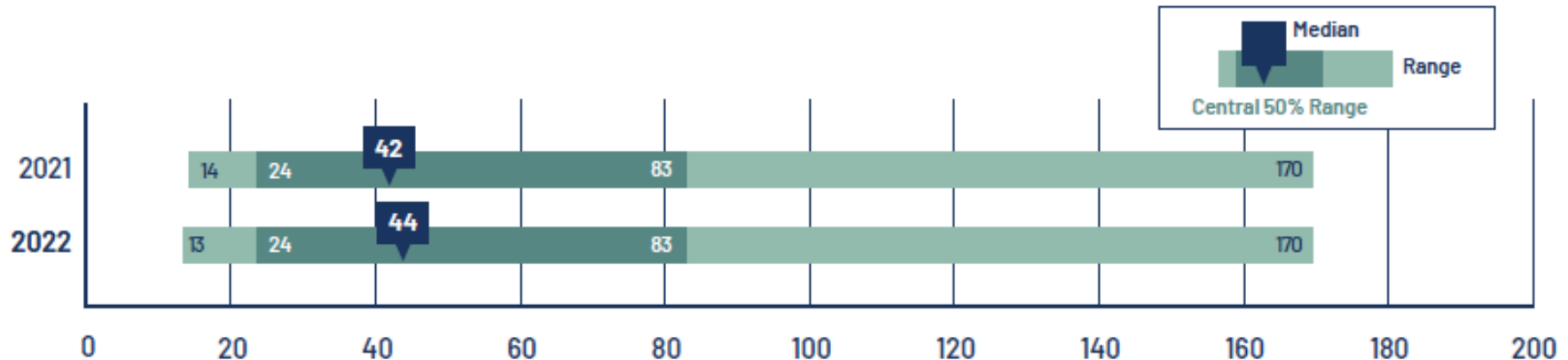
Case Closure Time gets interesting as the Issue Types are expanded

In 2022, the five *Issue Types* representing the highest median *Case Closure Times* were:

- Bribery and Corruption: **57 days**

- Free and Fair Competition: **48 days**

- Global Trade: **41 days**

- Accounting, Auditing and Financial Reporting: **34 days**

- Retaliation: **32 days**

Same-day case closure findings poses some questions

Case Closure Time – Distribution of Cases Closed Same Day by Benchmark Category
Frequency Distribution
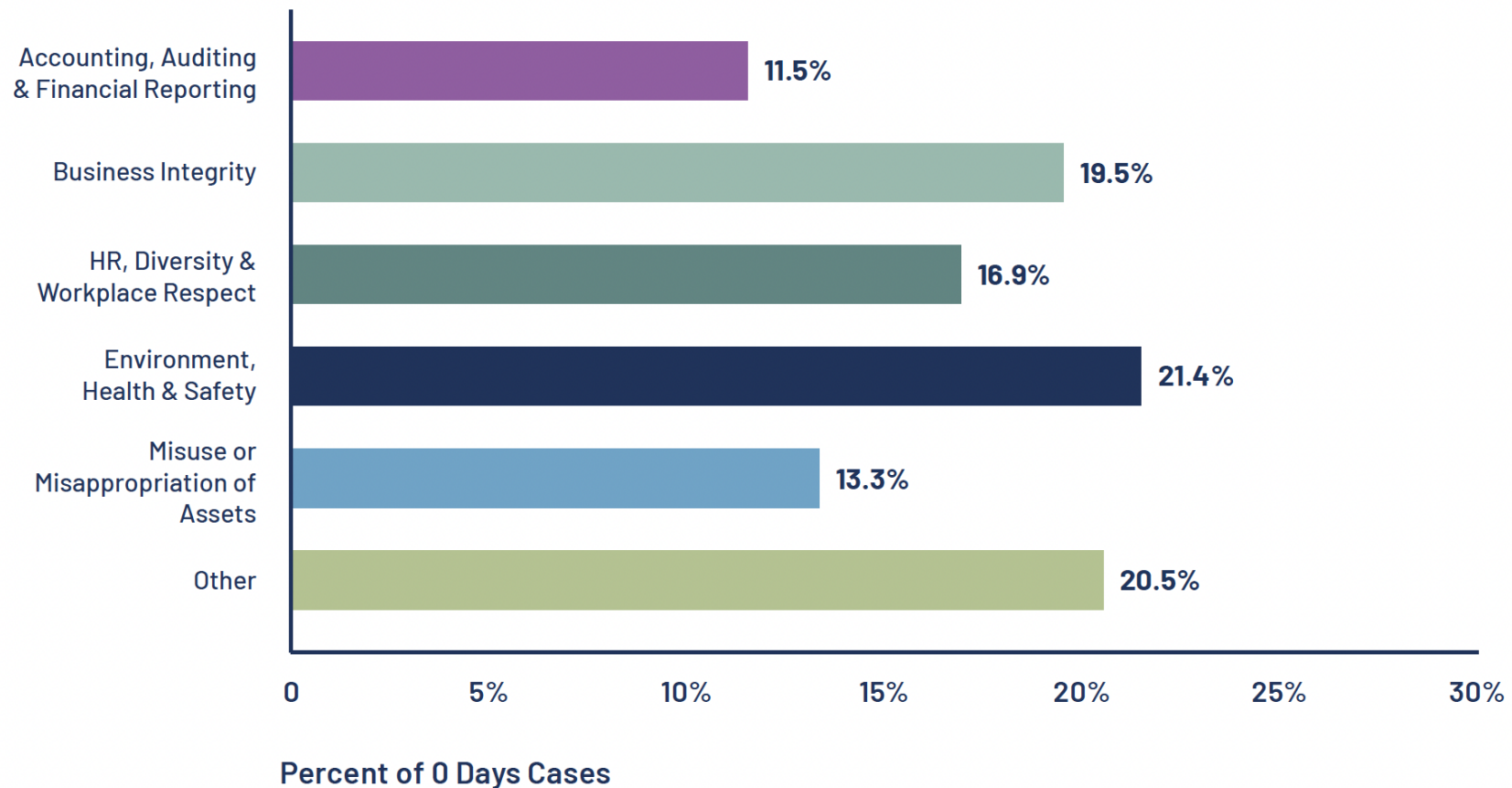
Category	Percent
Accounting, Auditing & Financial Reporting	11.5%
Business Integrity	19.5%
HR, Diversity & Workplace Respect	16.9%
Environment, Health & Safety	21.4%
Misuse or Misappropriation of Assets	13.3%
Other	20.5%

Percent of 0 Days Cases

3. People still want to *talk* to a person when they have a concern, but are more likely to experience a substantiated outcome when they write it down and submit via the web

Phone and web use rises, "other" methods decline

Report Intake Method – Median Comparison

Median Reporting Value (MRV)

Hotline
- 2020: 31%
- 2021: 31%
- 2022: 33%

Web
- 2020: 48%
- 2021: 47%
- 2022: 50%

Other
- 2020: 24%
- 2021: 22%
- 2022: 21%
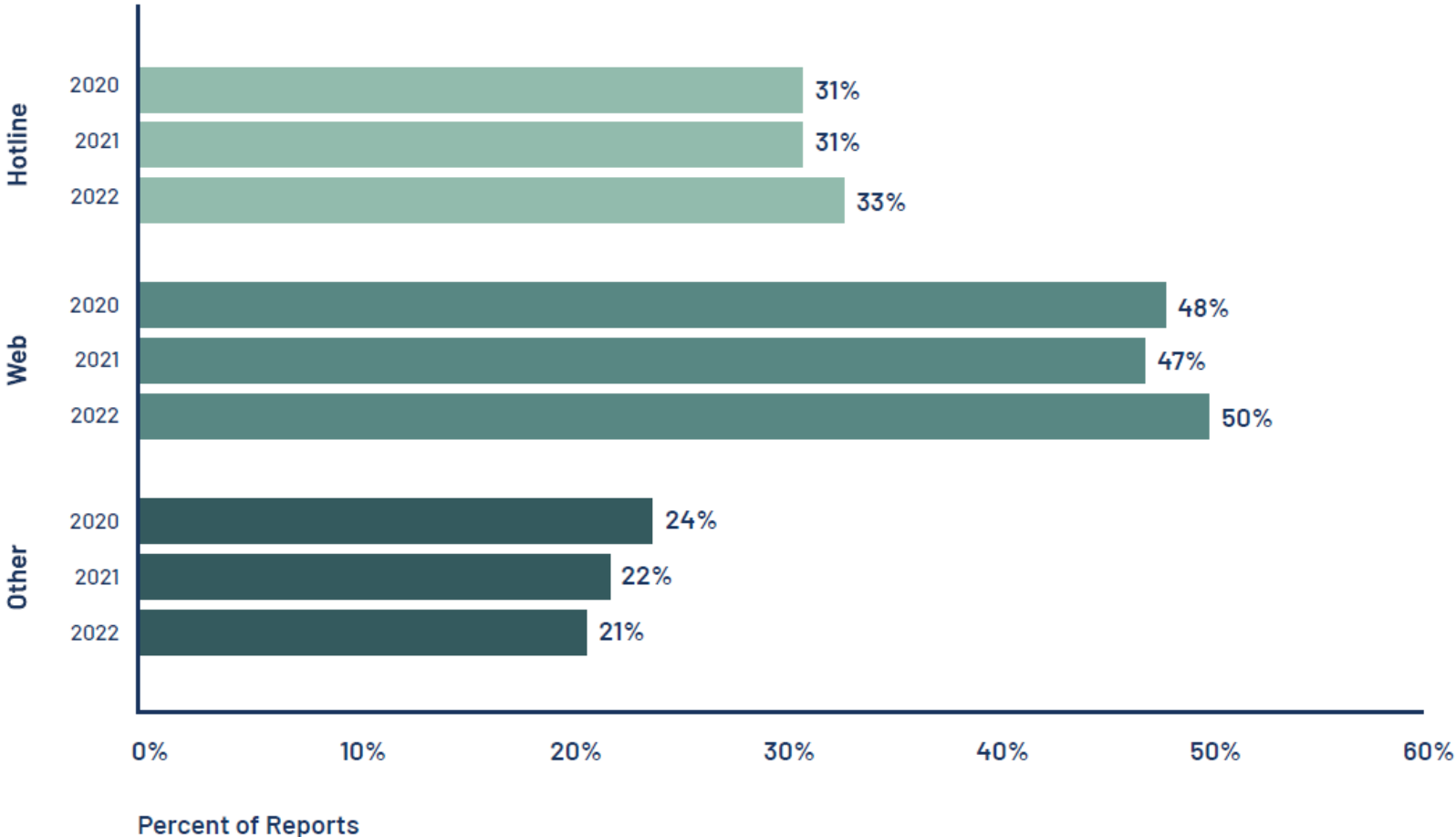
Percent of Reports

Web reporting substantiated at a higher rate than phone

Substantiation Rate – Substantiation Rate by Intake Method

Median Reporting Value (MRV), Refined

Percent of All Reports

New Reports

Intake Method

60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%

2020: Alert Line Phone 52.5%, Alert Line Web 30.0%, Manual 17.5%
2021: Alert Line Phone 46.9%, Alert Line Web 33.7%, Manual 19.4%
2022: Alert Line Phone 46.4%, Alert Line Web 34.9%, Manual 18.8%

■ Alert Line Phone   ■ Alert Line Web   ■ Manual
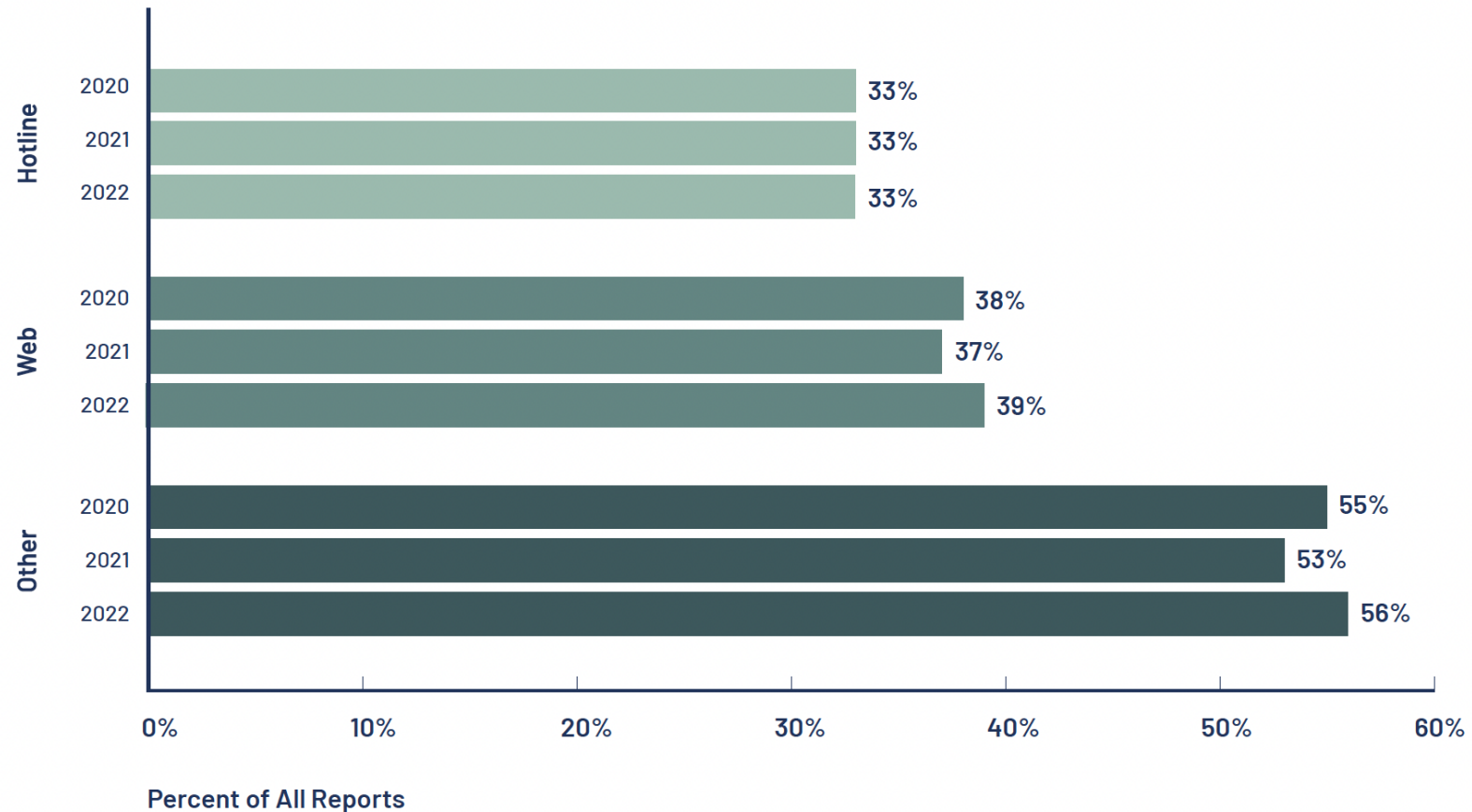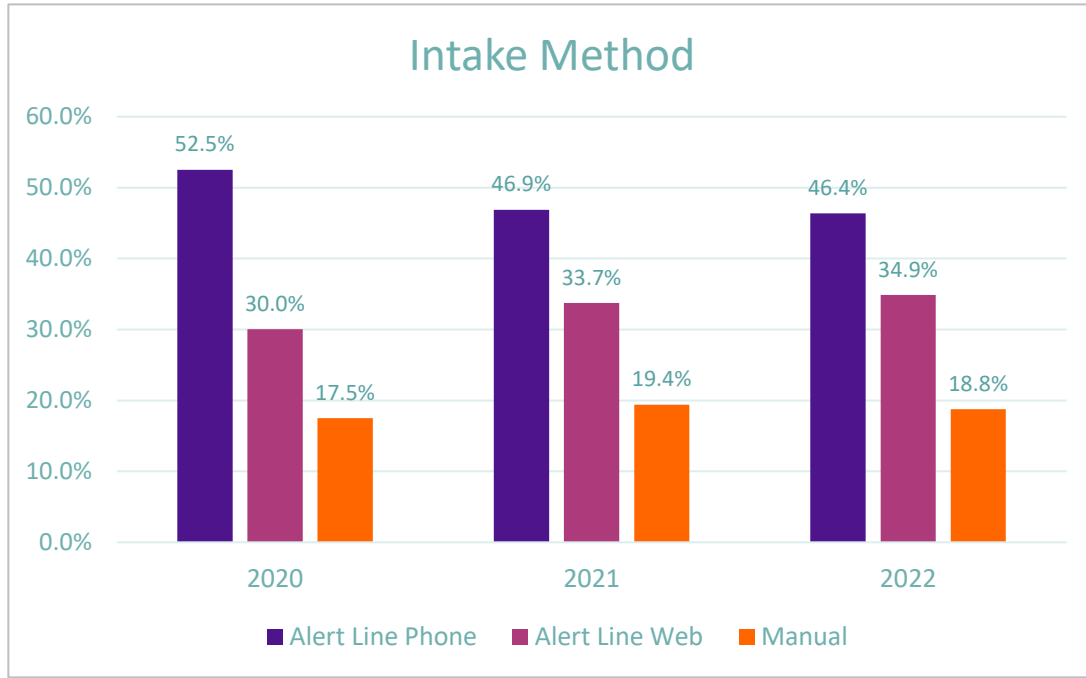
Percent of all Alert Lines via Phone – Reduced 6.5% from 2020-2022

Intake Method

60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%

2020: Alert Line Phone 34.1%, Alert Line Web 45.5%, Manual 20.4%
2021: Alert Line Phone 26.2%, Alert Line Web 49.6%, Manual 24.3%
2022: Alert Line Phone 27.6%, Alert Line Web 52.8%, Manual 19.6%

■ Alert Line Phone   ■ Alert Line Web   ■ Manual
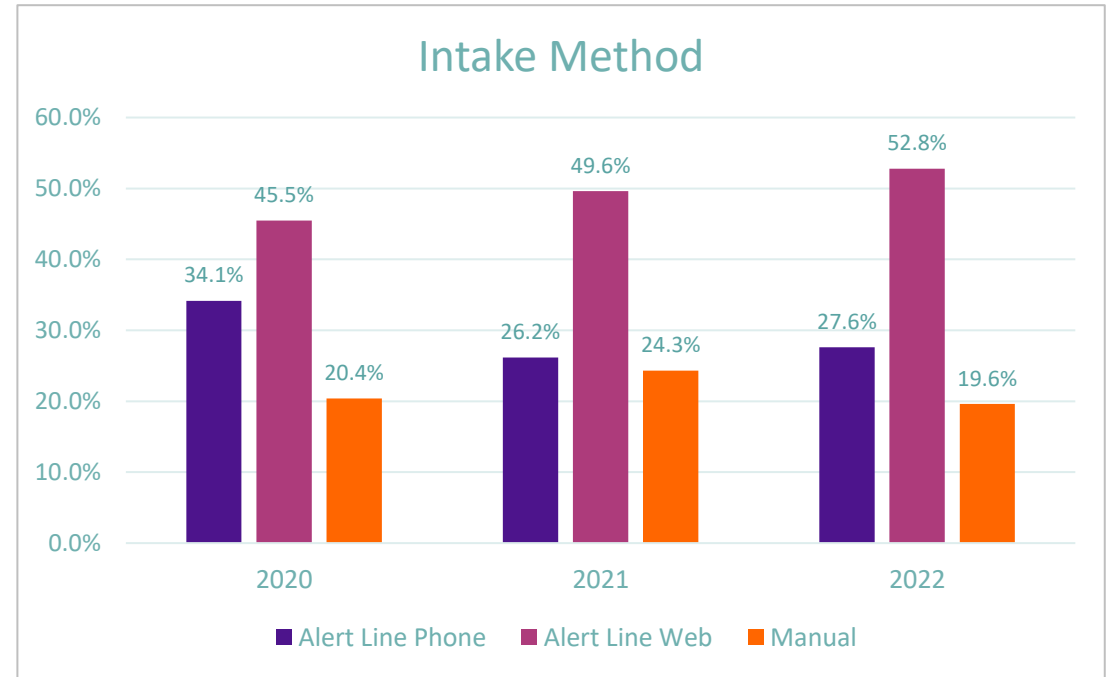
International Cases accounted for only 5.5% of total report volume for 2022

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4. Size matters –

Smaller organizations have different intake and outcome trends than their bigger counterparts

Mid-size companies are experiencing some challenges

Industry matters, too

Smaller organizations have, by far, the highest Reports per 100 Employees

Report Volume – Reports per 100 Employees by Employee Count
Median Reporting Value (MRV)

Employee Count	2020	2021	2022
0–2,499	3.00	2.92	2.99
2,500–5,999	0.95	0.83	0.91
6,000–9,999	0.73	0.80	0.85
10,000–49,999	0.75	0.86	0.98
50,000–99,999	0.78	1.00	1.37
100,000+	0.69	0.96	1.20

Number of All Reports

2020 2021 2022

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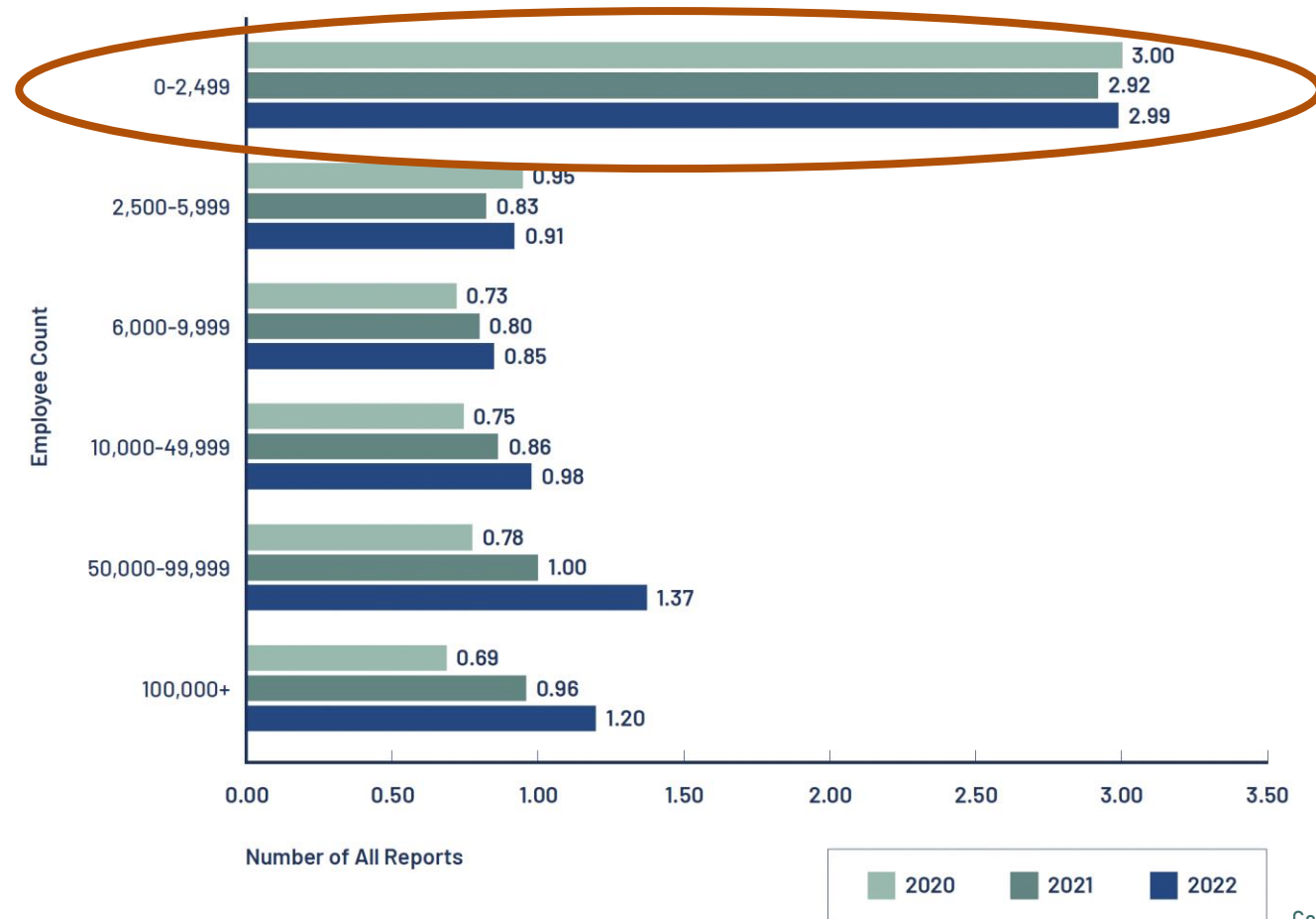
Industry Reports
Per 100 Employees MRV

Line indicates overall MRV
of 1.47 reports per 100

Highest Rate

1.47 reports per 100
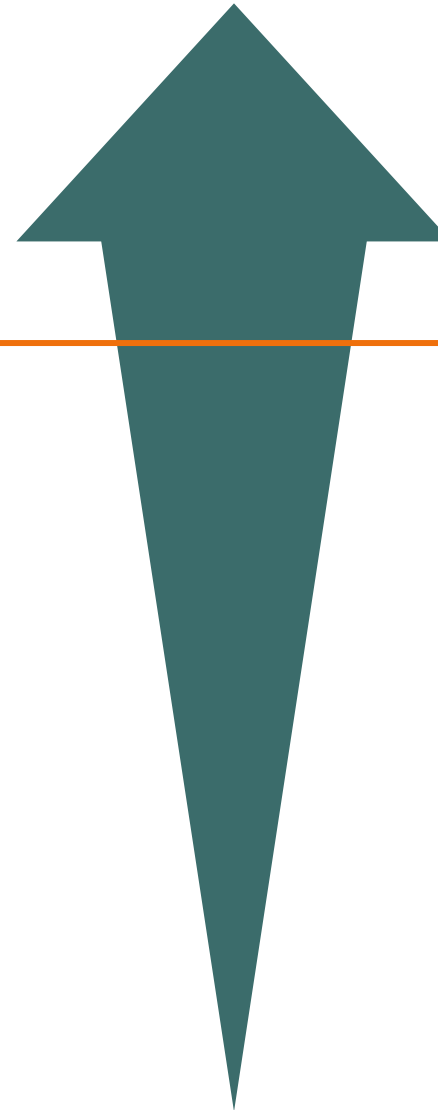
Lowest Rate

Unclassified Establishments

Religious, Grantmaking, Civic, Professional, and Similar Organizations

Health Care and Social Assistance

Arts, Entertainment, and Recreation

Food Services and Drinking Places

Retail Trade

Mining, Quarrying, and Oil and Gas Extraction

Public Administration

Educational Services

Other Services (except Public Administration)

Finance and Insurance

Accommodation

Transportation and Warehousing

Utilities

Waste Management and Remediation Services

Real Estate and Rental and Leasing

Electrical Equipment, Appliance, and Component Manufacturing

Chemical Manufacturing

Plastics and Rubber Products Manufacturing

Administrative and Support Services

Food Manufacturing

Professional, Scientific, and Technical Services

Miscellaneous Manufacturing

Wholesale Trade

Construction

Beverage and Tobacco Product Manufacturing

Transportation Equipment Manufacturing

Agriculture, Forestry, Fishing and Hunting

Information

Computer and Electronic Product Manufacturing

Fabricated Metal Product Manufacturing

Machinery Manufacturing

Manufacturing

Management of Companies and Enterprises

Smaller companies have higher anonymous reports

Anonymous vs. Named Reporting – Data by Employee Count, Anonymous Reporting Rate
Median Reporting Value (MRV)

Employee Count	2020	2021	2022
0–2,499	59%	50%	57%
2,500–5,999	60%	54%	60%
6,000–9,999	56%	58%	58%
10,000–49,999	53%	47%	55%
50,000–99,999	45%	43%	45%
100,000+	52%	46%	48%

Percent of All Reports

Legend: 2020 2021 2022

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Industry Anonymity MRV

MRV indicated by line of 56%

Highest Rate

Lowest Rate

56%

Fabricated Metal Product Manufacturing

Educational Services

Agriculture, Forestry, Fishing and Hunting

Manufacturing

Transportation Equipment Manufacturing

Electrical Equipment, Appliance, and Component Manufacturing

Management of Companies and Enterprises

Public Administration

Plastics and Rubber Products Manufacturing

Utilities

Food Manufacturing

Transportation and Warehousing

Wholesale Trade

Mining, Quarrying, and Oil and Gas Extraction

Construction

Arts, Entertainment, and Recreation

Retail Trade

Machinery Manufacturing

Religious, Grantmaking, Civic, Professional, and Similar Organizations

Information

Computer and Electronic Product Manufacturing

Unclassified Establishments

Waste Management and Remediation Services

Professional, Scientific, and Technical Services

Real Estate and Rental and Leasing

Finance and Insurance

Miscellaneous Manufacturing

Other Services (except Public Administration)

Beverage and Tobacco Product Manufacturing

Chemical Manufacturing

Accommodation

Administrative and Support Services

Food Services and Drinking Places

Health Care and Social Assistance

Mid to mid-large companies have longest Case Closure Times

Case Closure Time – Case Closure Time by Employee Count
Median Reporting Value (MRV); Organization Median

Case Closure Time – Case Closure Time by Employee Count
Median Reporting Value (MRV); Organization Means

Left chart (Organization Median), Employee Count vs Number of Days to Close a Case:

Employee Count	2020	2021	2022
0–2,499	21	24	21
2,500–5,999	21	24	25
6,000–9,999	25	22	26
10,000–49,999	25	23	26
50,000–99,999	22	22	20
100,000+	25	21	19

Right chart (Organization Means), Employee Count vs Number of Days to Close a Case:

Employee Count	2020	2021	2022
0–2,499	42	41	40
2,500–5,999	39	44	45
6,000–9,999	44	40	46
10,000–49,999	48	44	49
50,000–99,999	48	45	42
100,000+	63	42	40

Industry Case Closure Time (median of organization median values)

MRV indicated by line of 24 days

Highest Rate

Mining, Quarrying, and Oil and Gas Extraction
Miscellaneous Manufacturing
Chemical Manufacturing

Electrical Equipment, Appliance, and Component Manufacturing

Management of Companies and Enterprises

Computer and Electronic Product Manufacturing

Professional, Scientific, and Technical Services

Transportation Equipment Manufacturing

Beverage and Tobacco Product Manufacturing

Manufacturing

Religious, Grantmaking, Civic, Professional, and Similar Organizations

Utilities

Educational Services

Information

24 days

Wholesale Trade
Arts, Entertainment, and Recreation
Plastics and Rubber Products Manufacturing

Transportation and Warehousing

Administrative and Support Services

Finance and Insurance

Food Manufacturing

Machinery Manufacturing

Unclassified Establishments

Waste Management and Remediation Services

Construction

Fabricated Metal Product Manufacturing

Public Administration

Real Estate and Rental and Leasing

Health Care and Social Assistance

Accommodation

Other Services (except Public Administration)
Retail Trade
Food Services and Drinking Places

Lowest Rate
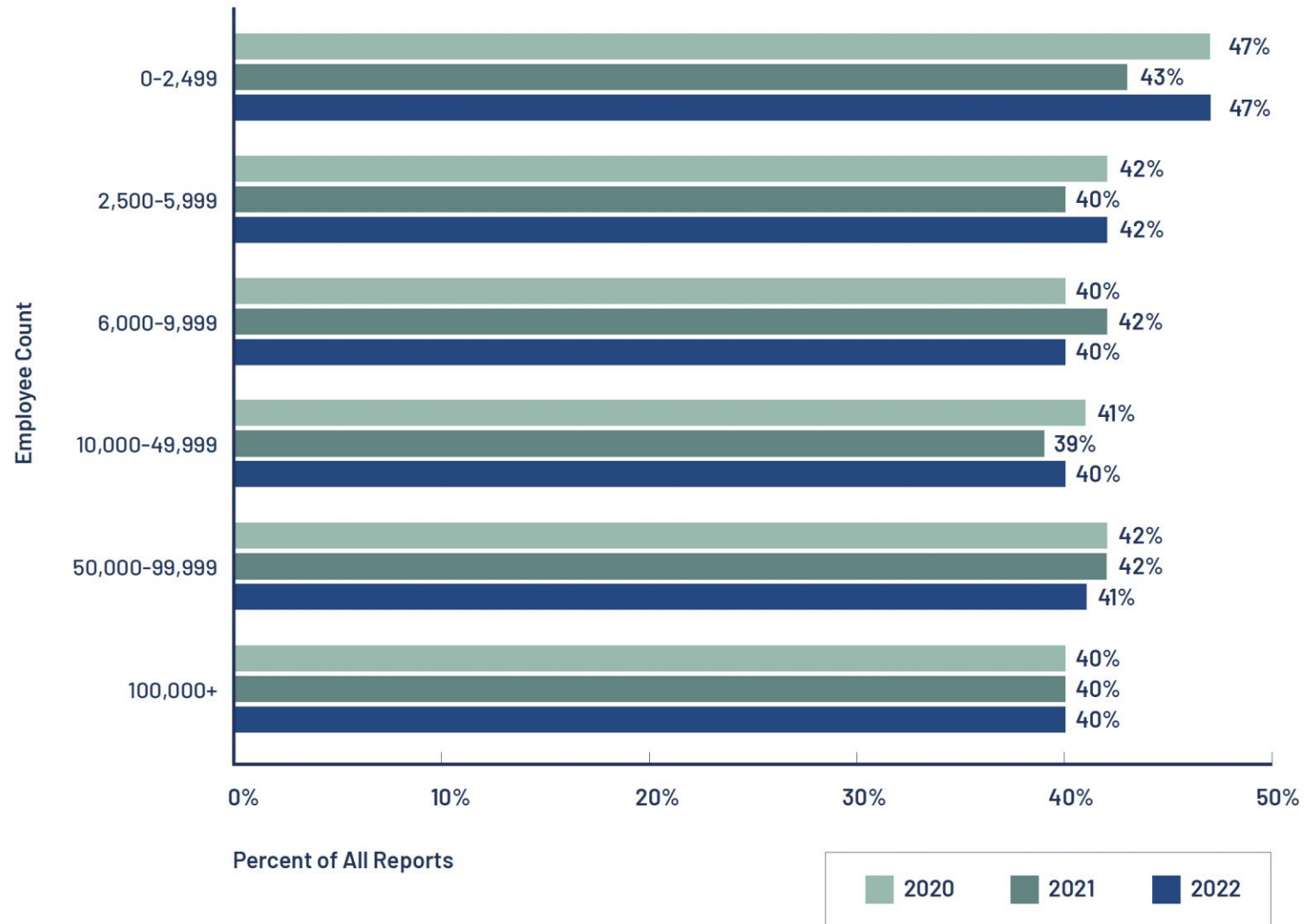
Smaller organizations had the highest Substantiation Rate

Substantiation Rate – Substantiation Rate by Employee Count
Median Reporting Value (MRV)

Industry substantiation MRV

MRV indicated by line of 41%

Highest Rate

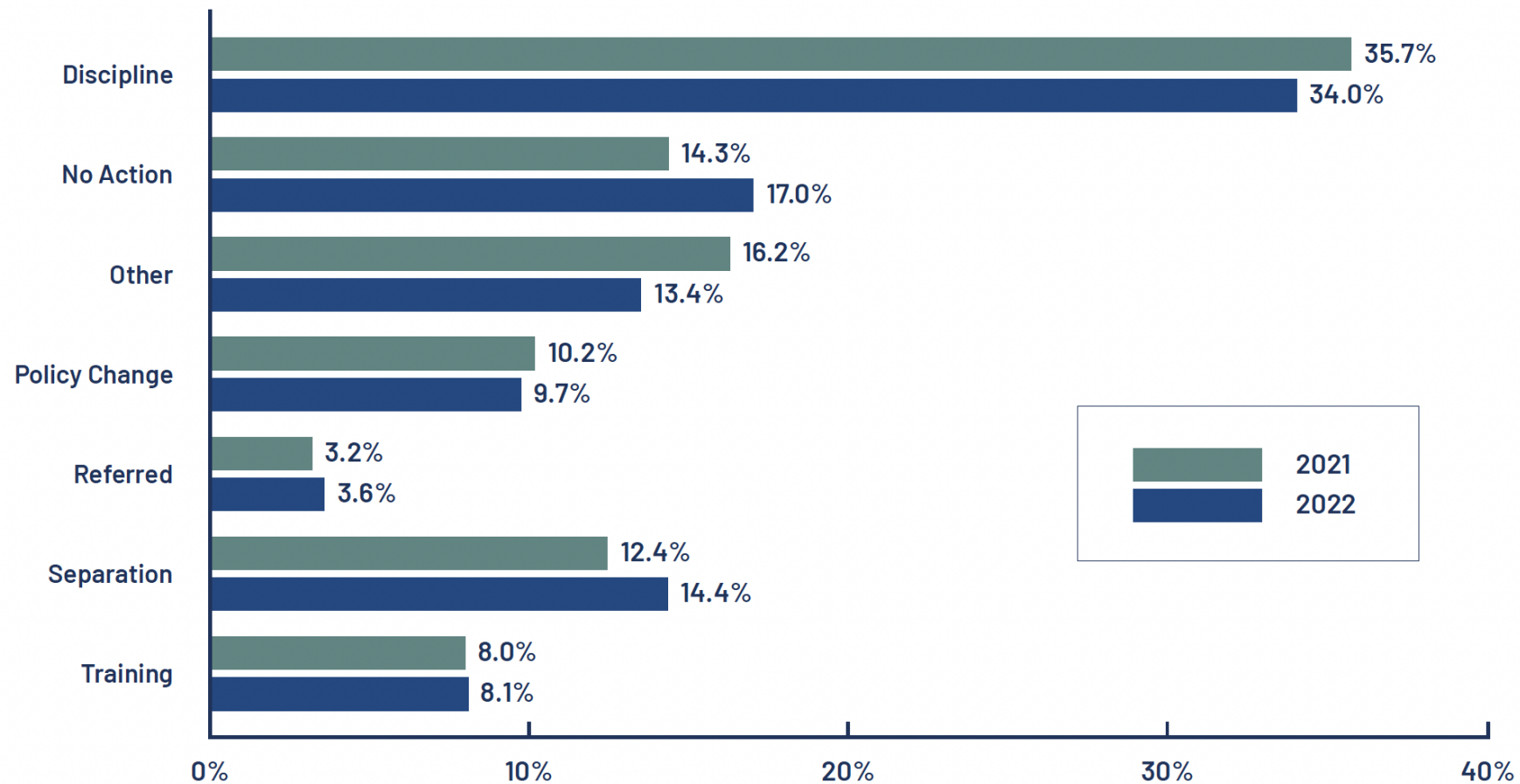**Public Administration**

Arts, Entertainment, and Recreation

Religious, Grantmaking, Civic, Professional, and Similar Organizations

Health Care and Social Assistance

Construction

Finance and Insurance

Food Services and Drinking Places

Mining, Quarrying, and Oil and Gas Extraction

Wholesale Trade

Educational Services

Chemical Manufacturing

Electrical Equipment, Appliance, and Component Manufacturing

Miscellaneous Manufacturing

Professional, Scientific, and Technical Services
Computer and Electronic Product Manufacturing

Management of Companies and Enterprises

Administrative and Support Services

Information

Transportation Equipment Manufacturing

Unclassified Establishments

Manufacturing

41%

Retail Trade

Fabricated Metal Product Manufacturing

Machinery Manufacturing

Other Services (except Public Administration)

Utilities

Accommodation

Beverage and Tobacco Product Manufacturing

Plastics and Rubber Products Manufacturing

Waste Management and Remediation Services

Food Manufacturing

Transportation and Warehousing

Real Estate and Rental and Leasing

Lowest Rate

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Presenting data to leadership

83% of substantiated reports resulted in some kind of action in 2022

Report Outcomes – Report Outcomes for Substantiated Reports

Frequency, Refined

| Outcome	2021	2022
Discipline	35.7%	34.0%
No Action	14.3%	17.0%
Other	16.2%	13.4%
Policy Change	10.2%	9.7%
Referred	3.2%	3.6%
Separation	12.4%	14.4%
Training	8.0%	8.1%

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Substantiated Accounting, Auditing & Financial Reporting cases were the most likely to result in a separation

Report Outcomes – Action Taken by Benchmark Category

Frequency of Action Taken (New Metric)

Category	No Action	Other	Referred	Policy Change	Training	Discipline	Separation	Total
Accounting, Auditing & Financial Reporting	16.4%	12.1%	4.0%	6.7%	4.5%	33.2%	23.1%	100%
Business Integrity	21.5%	16.6%	3.1%	9.6%	12.7%	26.8%	9.7%	100%
HR, Diversity & Workplace Respect	13.4%	13.1%	2.4%	6.9%	7.8%	39.1%	17.4%	100%
Environment, Health & Safety	21.5%	15.3%	5.4%	24.0%	4.7%	18.4%	10.7%	100%
Misuse or Misappropriation of Assets	9.6%	6.3%	10.1%	5.2%	4.3%	47.1%	17.5%	100%
Other	30.8%	12.8%	2.3%	13.6%	11.2%	20.4%	8.9%	100%
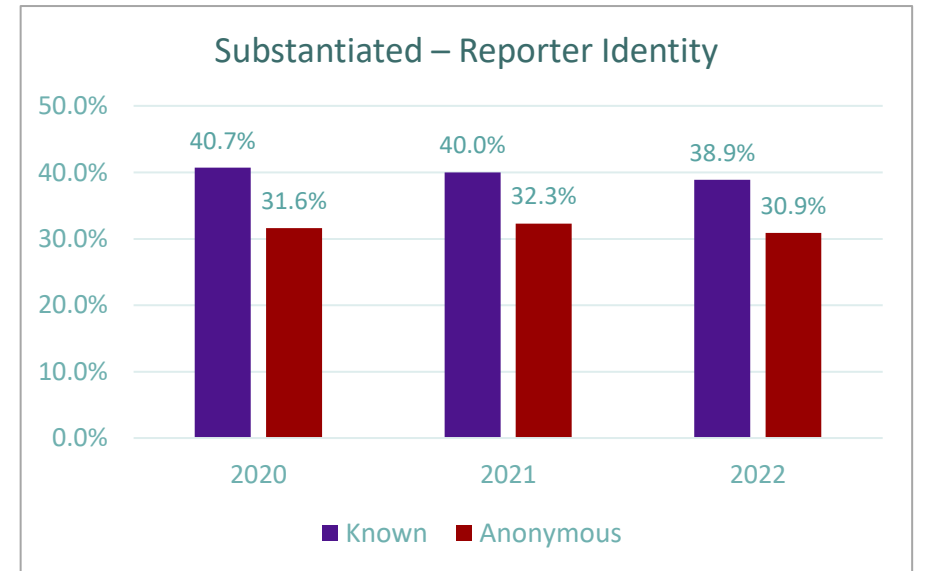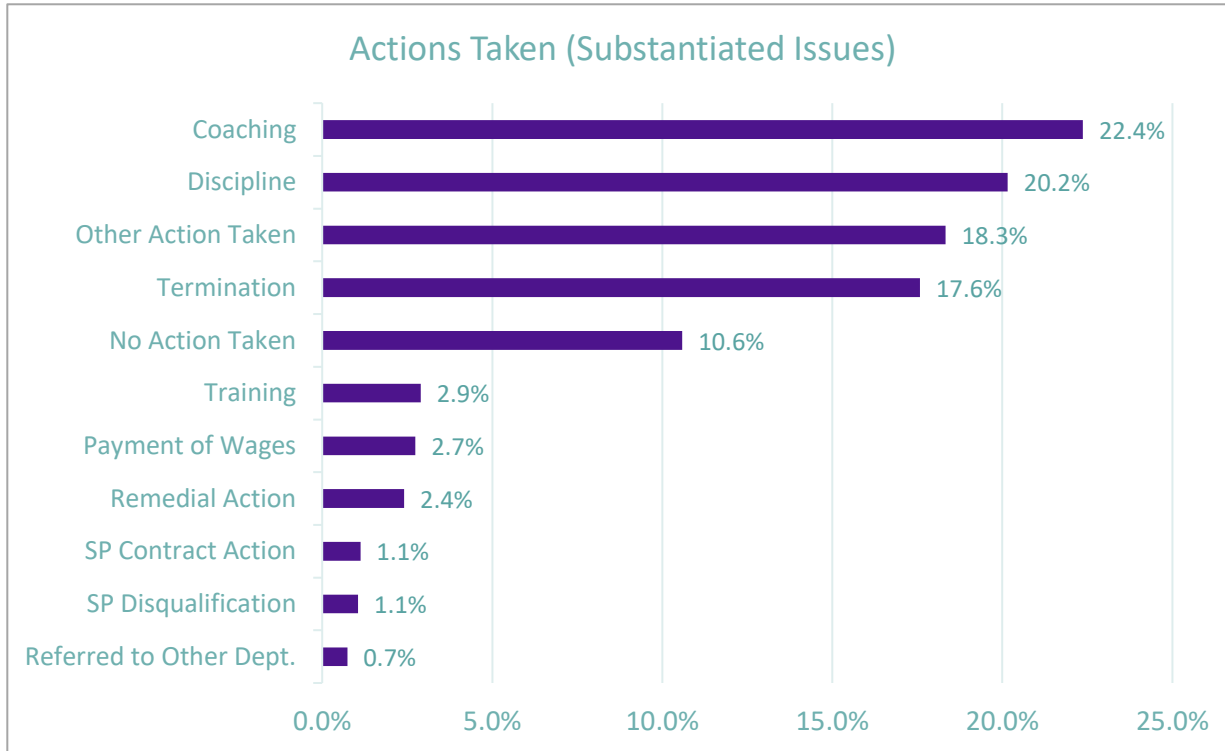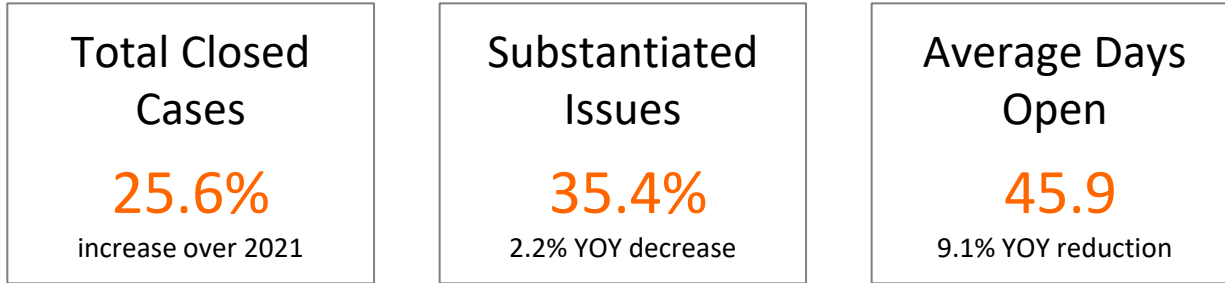
Key actions
to consider

Key actions to consider

- Reassess the health and messaging of your organization's speak-up culture

- Continue to monitor, and act on, workplace civility issues

- Support and track reports from the variety of intake channels available to meet the needs of your current workforce

- Recognize that anonymous reports are more valuable than many have recognized, particularly in small organizations

Q&A

Thank you.

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