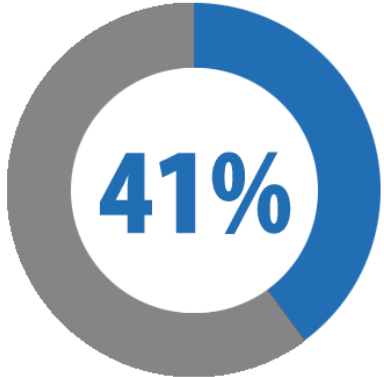# The State of Speak Up Cultures Today

Insights from Research

Compliance Week 2014
Patricia J. Harned, Ph.D., Ethics Resource Center

TYPES OF MISCONDUCT
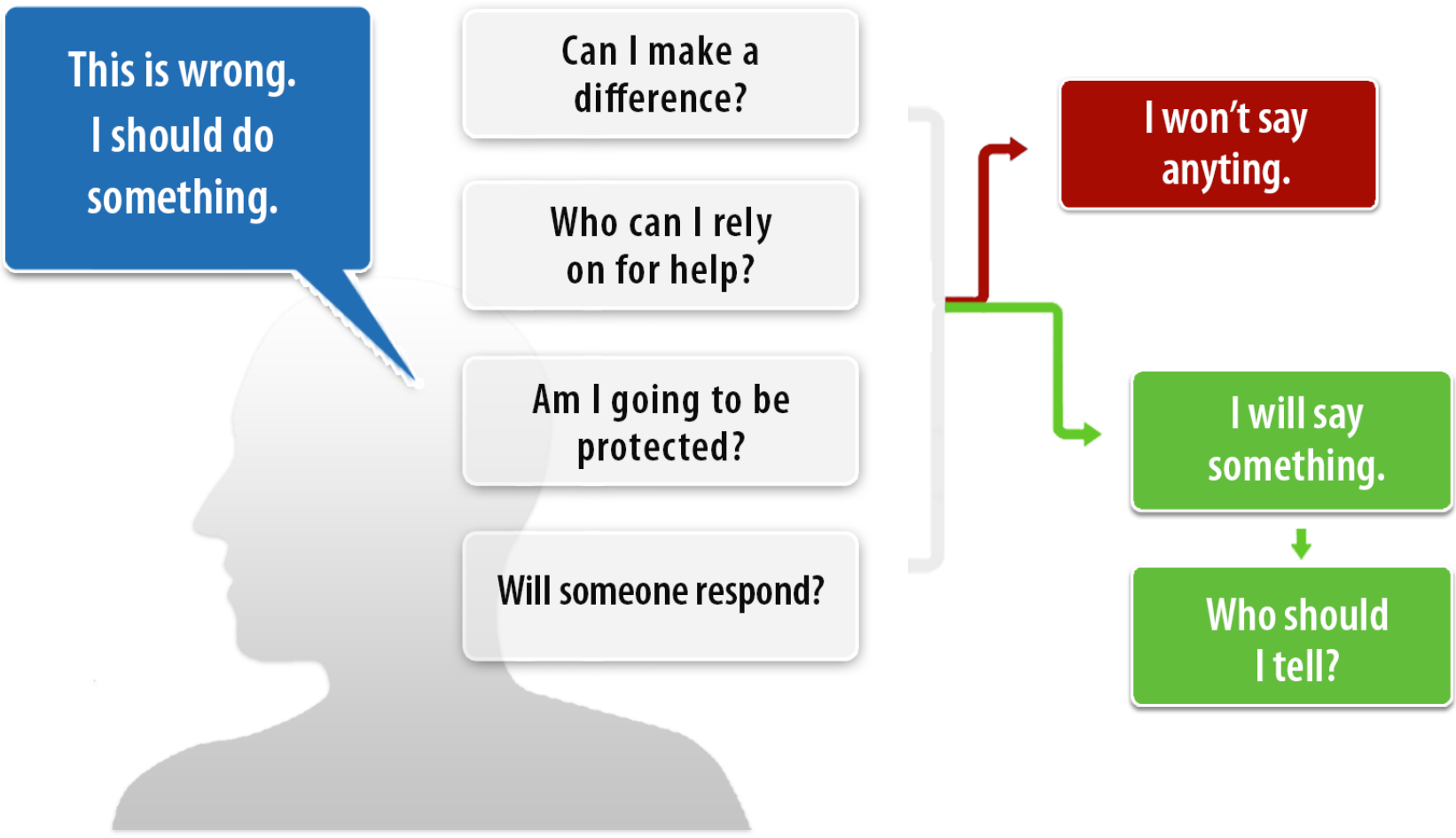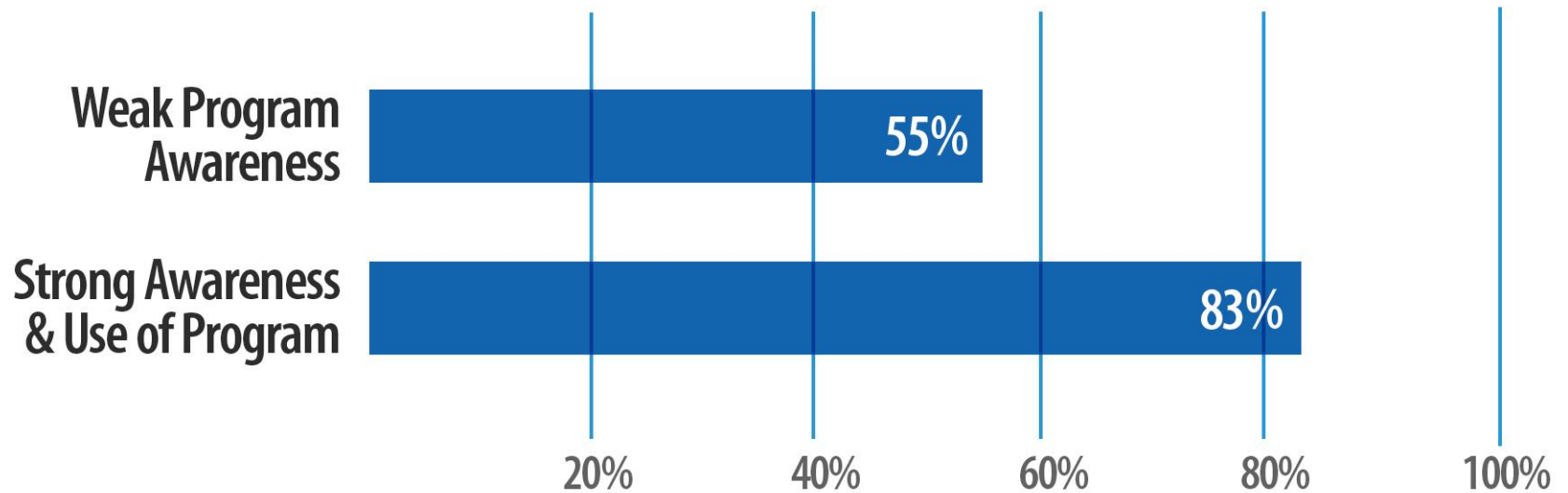
OVERALL OBSERVED MISCONDUCT

41%

18%	Abusive behavior or behavior that creates a hostile work environment
17%	Lying to employees
12%	A conflict of interest – that is, behavior that places an employee's interests over the company's interests
12%	Violating company policies related to Internet use
12%	Discriminating against employees
10%	Violations of health or safety regulations
10%	Lying to customers, vendors, or the public
10%	Retaliation against someone who has reported misconduct
10%	Falsifying time reports or hours worked

Inside the Mind of a Whistleblower

E/C Programs Increase Reporting

Reporting Rate Among Those Who Observed Misconduct

- Weak Program Awareness — 55%
- Strong Awareness & Use of Program — 83%

The Difference Leadership Makes

ERAs ethics-related actions

- Provides satisfactory information about what is going on in company.
- Can be trusted to keep promises and commitments.
- Would be held accountabe if caught violating company's ethics standards.
- Sets a good example of ethical behavior.
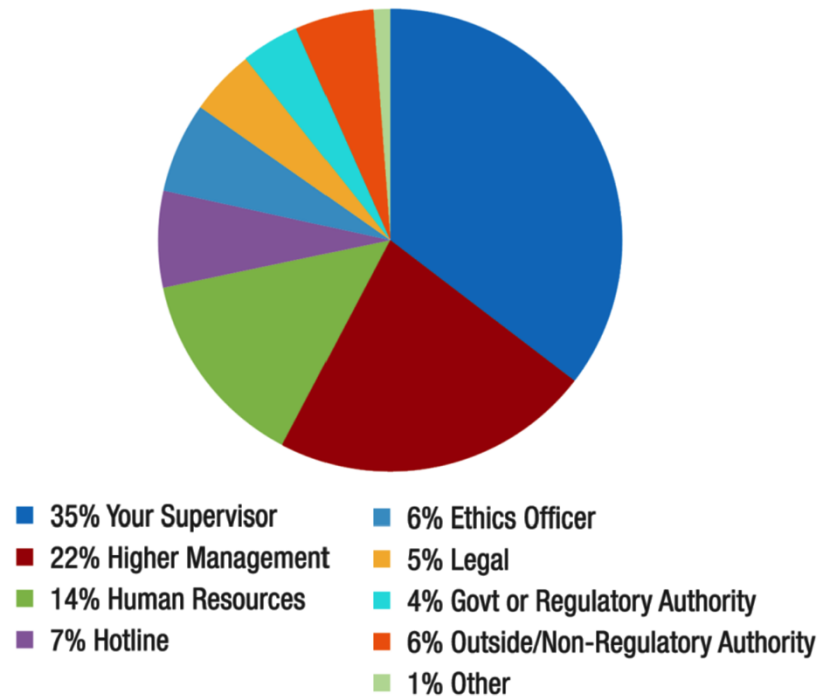
WHEN LEADERS & MANAGERS SHOW ERAs...

38%
More employees report when SENIOR LEADERS demonstrate ERAs

32%
More employees report when SUPERVISORS demonstrate ERAs

Data from the 2013 NBES®

The Critical Role of Supervisors

More Than 9 in 10 Reporters Tell Company First

- Internal
- External

Recipients of Initial Reports

- 35% Your Supervisor
- 22% Higher Management
- 14% Human Resources
- 7% Hotline
- 6% Ethics Officer
- 5% Legal
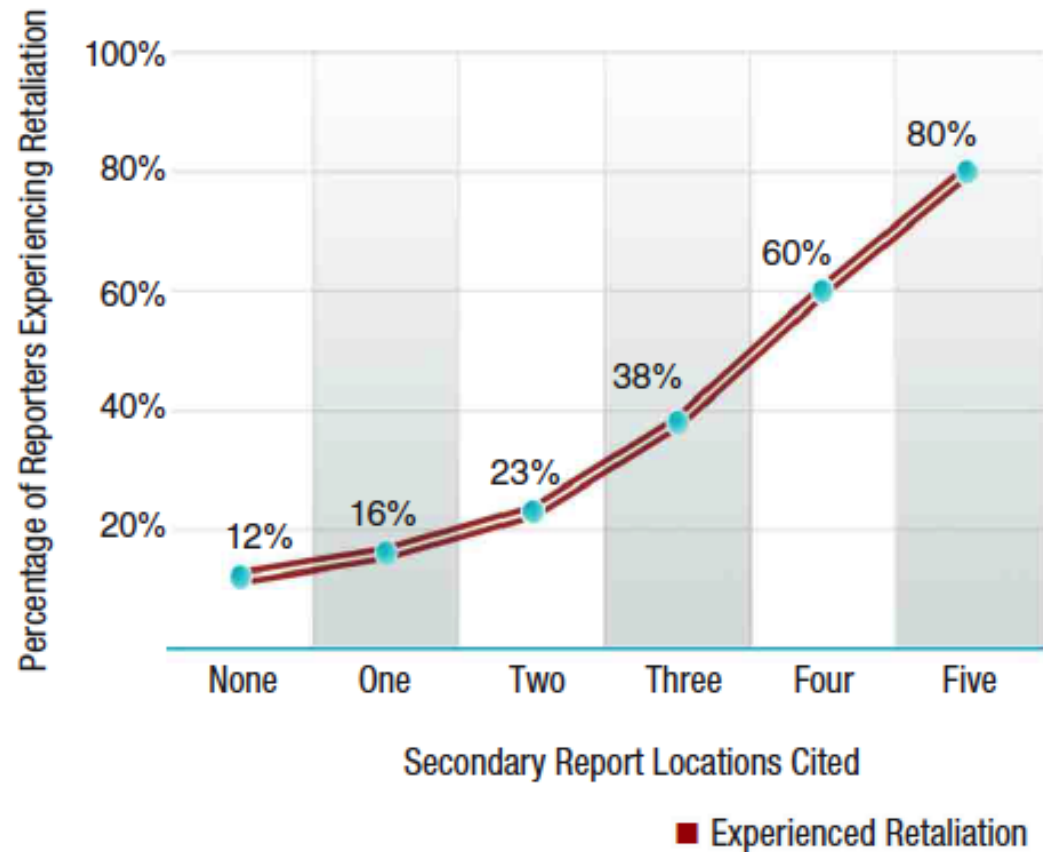- 4% Govt or Regulatory Authority
- 6% Outside/Non-Regulatory Authority
- 1% Other

Data from the 2013 NBES®

Retaliation Increases w/No. of Locations

Fear, Distrust & Dissatisfaction Drive External Reporting

50%   The problem was ongoing & I thought someone from outside could stop it.

45%   I did not trust anyone in my company.

40%   I was retaliated against after I made my first report inside the company.

40%   I was afraid I would lose my job if I did not get outside assistance.

36%   My company acted on my report, but I was dissatisfied.

29%   My company did not act on my report.

22%   I was afraid for my safety.

14%   I had the potential to be given a substantial monetary reward.
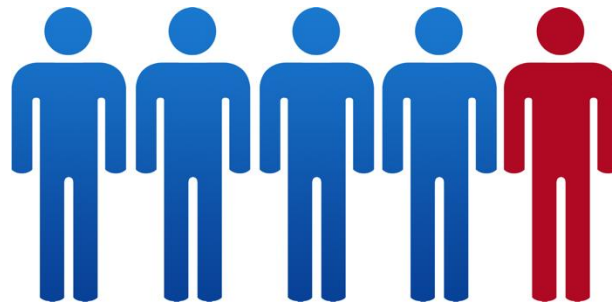
1 in 5 Employees Report Outside the Company

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