Benchmarking Report
2020 Confidential Reporting Service

Benchmark your confidential reporting service against Safecall's client base

safecall

Contents

Introduction

2020 was a challenging year for many organisations and their employees. The rapid shift to home working and the associated change in human interactions have changed the way we do business. The reaction to a rapidly emerging threat and frequent changes in rules and guidance created a great deal of uncertainty in the workplace.

We saw the impact of COVID-19 on workforces through the reports we receive. Concerns relating to General Safety for example were up by 118% year on year, while reports of Corruption were down by 28% and reports of Substance Abuse were also down by 29%. Herein lies an emerging issue for employers, it is unlikely that these behaviours have decreased to this extent, but the absence of supervision means that some behaviours are more difficult to discover.

The data contained in this report will help you understand trends in misconduct reporting across different industry sectors and countries. This allows you to determine and demonstrate the performance of your organisations whistleblowing arrangements relative to your peers.

There are many factors associated with an effective whistleblowing management system. Working across our client base we have established Best Practice guidance to help you to get the most from your whistleblowing arrangements.

Safecall provide a quality service over and above a call centre to handle complaints. Whilst your organization will be likeminded with other in our client base you should note that statistics given in this report should be used for broad strokes comparisons only.

If you have any feedback or want to raise an idea for our next benchmarking report let us know by emailing info@safecall.co.uk or see the contact information at the end of the report.

Are you interested in measuring your organisation's culture?

Safecall can carry out culture surveys on your behalf to begin to measure the current feeling(s) within your organisation.

From Financial Services to Charities we have experience working in all industry sectors – globally. Get in touch to see how we can help you to understand culture.

Talk to our Sales Team Today!   **Contact Us**

How we calculate our benchmarks?

The benchmarks are calculated using the entirety of our client base, no organizations are excluded due their size. We do this to give as representative a sample of the industry sector as possible - from start-ups to global companies.

To help scale the reporting rates to the number of reports seen on average we provide a reports-by-employee figure by industry sector. Allowing a scale up or down approach depending on an organizations' current number of employees.

All of the metrics provided are useful comparisons but there are many factors that contribute other than solely the size of business or number of employees. An example of the largest contributing factors are those that are less tangible such as culture. Data is not collected on the number or severity of reports received via internal channels which may also change the number of overall reports received by an organization or overall industry sector. Therefore it is important to point out that there is no right or wrong when it comes to your own reporting metrics.

Overview of the data

100's of Clients, Over 2,000,000 Employees, 1,000s of reports in 2020

In 2020 our client base grew to more than 600 active clients covering over 2,000,000 employees. We received thousands of concerns from over 107 countries.

We take data protection very seriously. As such all of the data used in this report is deidentified and aggregated.

All data displayed has a minimum sample size of 20 records.

Safecall aren't about throughput, instead we focus on the quality of information gathered and the relationship built with reporter and client. Whether a concern is about unfair treatment in a retail store or a complex fraud in the banking sector a comprehensive and actionable report will be created for the organization and people involved.

No matter whether a concern is submitted via the web or telephone, it will be handled by a specialist operator with extensive experience in investigations, interviews and evidence gathering.

The countries we cover

Within 2020 Safecall received reports from 107 countries across the world, an increase from the previous year. We're able to take reports from employees about their concerns from anywhere in the world.
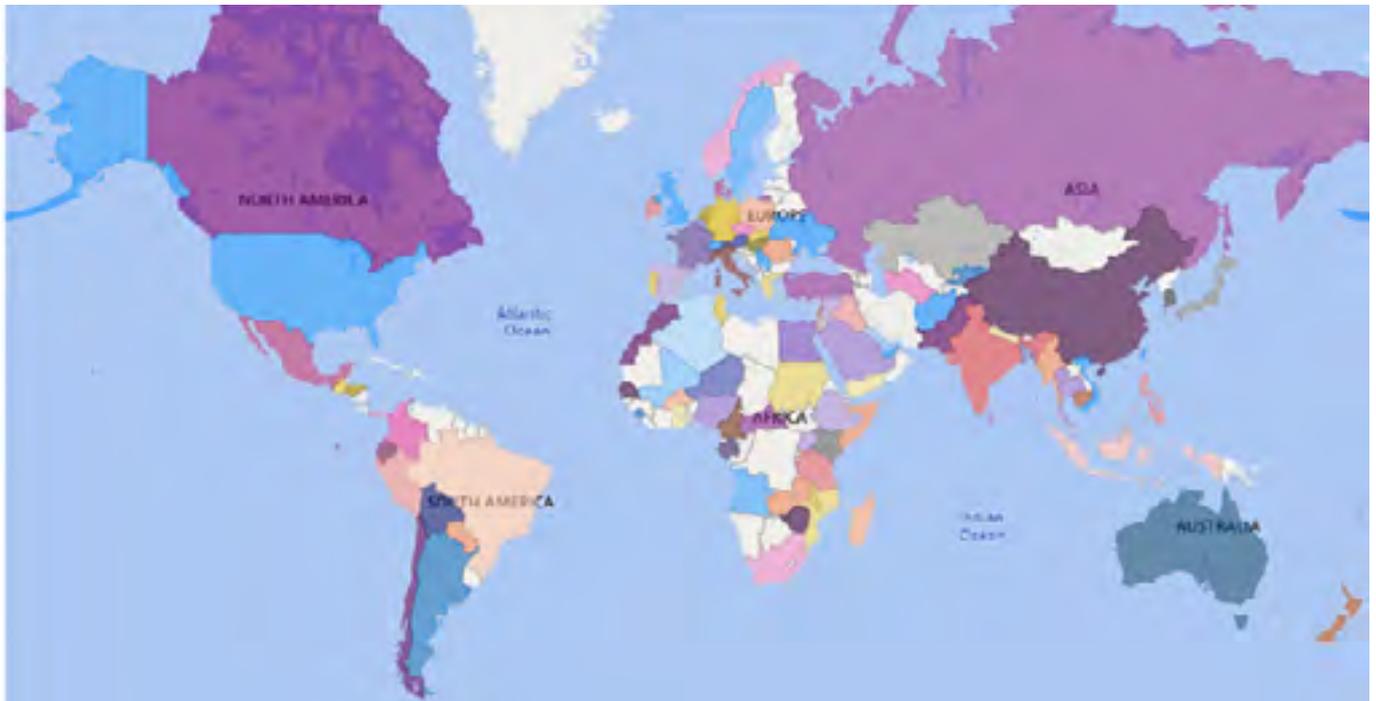
Whilst there have been large increases in the number of clients serviced the majority of reports originate from Europe with the bulk of our clients headquartered in the UK and Western Europe.

Growth has been seen in our client base in the Middle East and Far East where an increased number of clients in financial services and construction have partnered with Safecall.

The reports we receive from our industry sectors

In 2020 there was a large shift in the number of reports received.
The COVID-19 pandemic has resulted in a large drop in the number of reports received in the Airports & Airlines and Nuclear sectors but an increase in areas such as Construction, Engineering and Logistics where there are a large number of key-workers.

Surprisingly a large increase in the number of reports received in the Sport and Leisure industries and a drop in the number received in healthcare were not expected.

An influx in the number of reports received in the March – April 2020 related to concerns around social distancing, furlough and personal safety which may account for the increased number of Sport and Leisure reports. Additional pressures, less time to reflect and COVID response approaches may also contribute to the decreases numbers of reports in Healthcare.

Industry Sector	Percentage Change
Logistics	67%
Leisure Industry	61%
Sport	48%
Engineering	45%
Construction	42%
Local Government	39%
Private Equity	34%
Facilities Management	32%
Care / Support	19%
Manufacturing	11%
Non-Profit	6%
Support Services	1%

Industry Sector	Percentage Change
Food Processing / Wholesale	-1%
Mining	-5%
Emergency Services	-6%
Banking and Finance	-6%
Professional Services	-12%
Technology	-15%
Oil & Gas	-17%
Retail	-18%
Healthcare	-40%
Utilities	-44%
Airports / Airlines	-63%
Nuclear	-81%

With an increased awareness surrounding whistleblowing and confidential reporting, led by the EU Whistleblowing Directive and ISO 37002, external reporting facilities are becoming the norm rather than the exception. Combined with an expanding ethics and compliance space worldwide this has resulted in an increase in the number of clients in all industry sectors for Safecall.

Our Intake Methods

At Safecall we are proud of our telephone intake method.

This separates us from the competition; employees are able to speak with a professional call handler with real experience of how to make someone feel at ease and elicit comprehensive and actionable information.

Steps have also been taken to increase ease of access of online reporting channels through an enhanced web portal, comment communications and case management. Making Safecall one of the easiest to access confidential reporting services.

Every contact that results in a report is captured and below is the increase or decrease in each reporting mechanism.

Method	Percentage Change 2019 to 2020
Web	+45%
Telephone	-13%
Email	-40%

As expected we have the continued decline in Email reports as the client base continues to transition away from Email reporting due to concerns raised by the GDPR (General Data Protection Regulation) in the EU.

In 2020 there was a large 45% increase in the number of web reports taken and a slight decline in the number of telephone reports received. This is likely due to increased functionality within our web form and a larger selection of language options available. Coupled with an increase in the "Gen-Z" and "millennials" that now have access to the Safecall service who appear to have a much greater preference for web reporting options.

It should also be noted that we no longer create "additional" reports. Any post-initial report communications now take place using the Comment functionality within the Safecall Portal, resulting in less telephone calls which result in report generation.

Entire Client Base

As an additional guide published below is the percentage share of reports received for the entire client base, some may find this useful when comparing their own systems if their own industry sector is not available later in this report.

This mirrors the absolute figures with a shift away from email toward web reporting couples with a slight decrease in the number of telephone reports received.

Reports by Origin - 2019 & 2020 Comparison

Case Origin: ● Email ● Phone ● Web

2019

| 14% | 56% | 30% |

2020

| 9% | 49% | 42% |

0%   20%   40%   60%   80%   100%
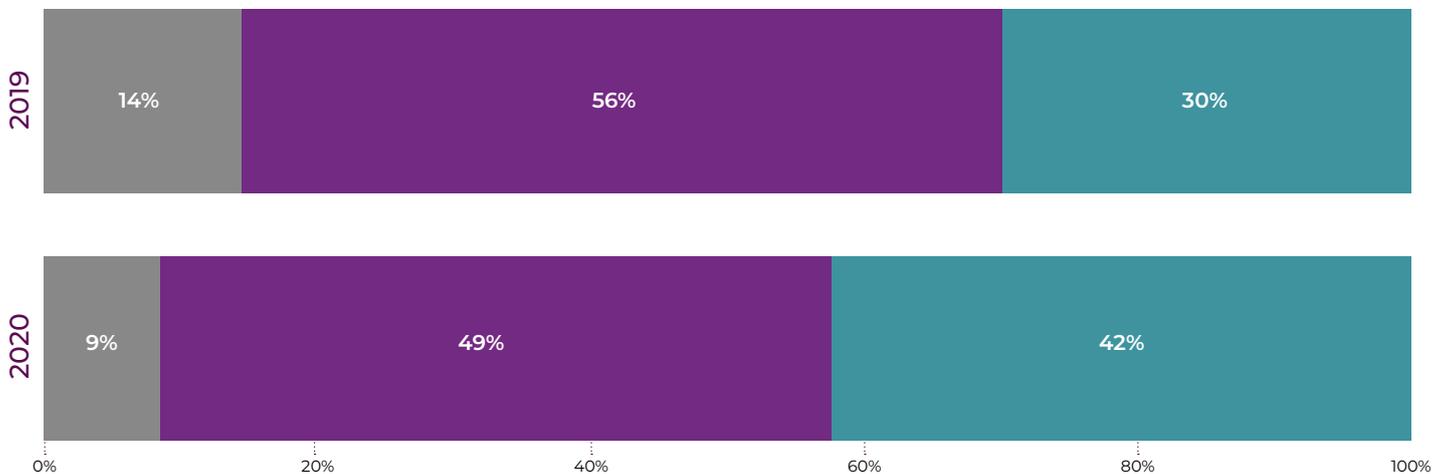
Average number of reports per employee (All Sectors)

Safecall are often asked how many reports a client can expect when they "Go Live" with the Safecall service.

The most basic measure of this is the average number of reports received per employee across the entire client base.

This value is calculated by removing any outlier companies (those that are the top and bottom 5% of reports received) and using the remaining number of reports and the total employee numbers covered.

Average number of reports per employee (All Sectors)	
Rate	1/520

Public and External stakeholder complaints	Personnal and workplace grievances	Compliance Issues	Integrity Violations	Detrimetnal conduct against whistleblower and other relavant stakeholder

Other organisational process and systems

Whistleblowing management system
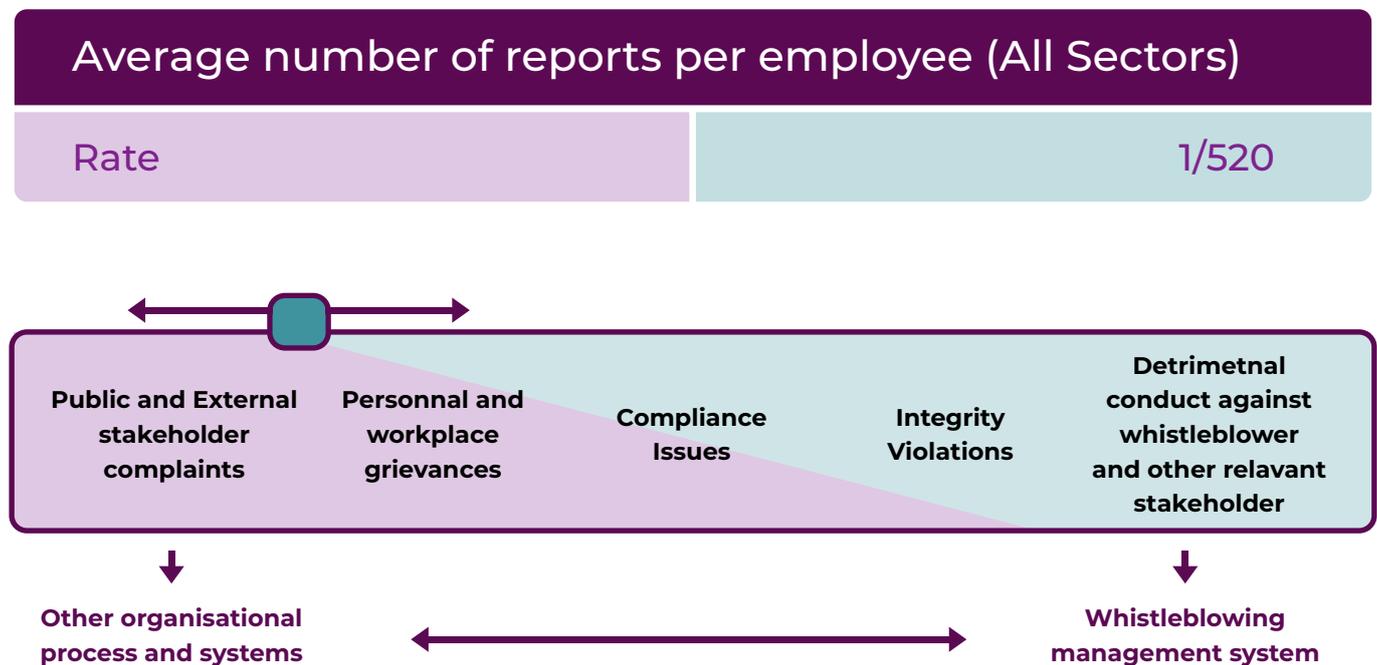
Whilst this is a crude measure of the number of reports received it has proven to be quite effective as a way to determine the average number of reports received when new clients are on-boarding.

Most organisations have a different idea of what an external reporting service covers, what can be reported through it and what is received through the channel. This leads to differing rates across industry sectors and rates between companies within sectors can vary substantially.

(See Above)

With the introduction of ISO 37002 there may be a standardization of what a confidential reporting service "looks like" and with it a standardization of reporting. If you're interested in finding out more about ISO 37002 get in touch using the contact details at the end of this report.

Average number of reports per employee (Industry Sectors)

The client base is broken down into 28 industry sectors. See Appendix 1 for more information about what is included within each industry sector.

Similar to the "All Sectors" measure the averages are calculated by removing the top and bottom 5% of reporting companies.

All of these figures are highly dependent upon the current understanding of a clients' employee numbers. If these numbers differ to those we currently hold these averages are highly variable. We recommend that these are used for indicative purposes only.

We see the highest number of reports per employee for 2020 in the Emergency Services sector followed by Mining, Pharmaceuticals and Construction. It is no surprise to see three industry sectors that are predominantly "key" services worldwide. All three sectors have seen increases in the number of reports they received in 2020 predominantly related to Health & Safety, Policy and Reputation despite seeing a decrease in the number of reports received overall.

Some of the expected decreases in reporting rates are in the Retail and Airports / Airlines industries where a large number of their employees have been furloughed for the majority of 2020. Whilst initially there was a spike in reports from these industries during February and March these quickly fell as governments implemented support programs for those affected by the COVID-19 pandemic.

A surprise has been a slight fall in the Care and Supported Living sector, with many companies in this sector rallying during the pandemic and setting up excellent internal reporting services to deal with concerns about COVID-19 in care homes and supported living facilities.

It should be noted that none of the figures take into account the seriousness of a claim or concern. Whilst some organisations or industries receive significantly less reports through Safecall they may be of a higher risk (examples include financial fraud, reputational risk or health and safety concerns) to the company or organization.

Reporting rates vary year on year for every organization. The company culture, the current change agenda and growth strategy all contribute to the number of concerns raised by employees creating variations. Those companies that regularly advertise, refresh and talk about their Speak Up services receive not only more reports but more consistent numbers of reports year-on-year and are far more likely to catch significant reports earlier.

If you're concerned about the number of reports you receive, whether this is high or low in comparison to your peers, get in contact with us and we can discuss options around employee engagement, training or culture. There are contact details at the end of this publication.

Industry Sector	Average number of reports per employee	
	2019	2020
Airports / Airlines	1/300	1/700
Banking and Finance	1/650	1/750
Care / Support Living	1/315	1/380
Construction	1/550	1/330
Education	1/1000	1/1000
Emergency Services	1/300	1/130
Engineering	1/880	1/533
Facilities Management	1/990	1/604
Food Processing / Wholesale	1/415	1/589
Healthcare	1/660	TBC
Housing Associations	1/820	1/350
Legal Services	1/780	1/1000
Leisure Industry	1/1000	1/670
Local Government	1/800	1/500
Logistics	1/1200	1/1000
Manufacturing	1/700	1/700
Mining	1/300	1/300
Non-Profit	1/310	1/330
Nuclear	1/330	1/800
Oil & Gas	1/320	1/400
Pharmaceuticals	1/400	1/200
Private Equity	1/1000	1/850
Professional Services	1/770	1/550
Retail	1/250	1/420
Sport	1/400	1/400
Support Services	1/1000	1/1000
Technology	1/1000	1/1000
Utilities	1/280	1/380

Classifications of the reports we receive

All reports are classified into one of four Classifications; Human Resources, General, Dishonest Behaviour and Health & Safety.

In absolute terms we can report that there has been an increase of 75% in the number of Health and Safety reports received with decreases in each of the other categories. Notably Dishonest Behaviour reports dropped by 17% year-on-year. This is summarized in the table below.

Industry Sector	Percentage Change 2019 to 2020
General	-2%
Dishonest Behaviour	-17%
Human Resource	-3%
Health and Safety	+75%

A shift in working patterns and the mass exodus from offices has perhaps resulted in less "informal peer scrutiny" and a decrease in the number of reported instanced of Dishonest Behaviour.

Some organisations may find the share of reports received useful. This changes as the numbers of reports received in a particular category increases or decreases and may be used to compare an reporting system if a particular industry sector is not captured within our industry classifications.

Reports continue to be predominantly HR related with over 55% of the share of reports in 2020 related to HR.

Reports by Classification - 2019 & 2020 Comparison

Case Origin: ⬤ Dishonest Behaviour ⬤ General ⬤ Health & Safety ⬤ Human Resource

2019
| 14% | 56% | 56% | 30% |

2020
| 9% | 49% | 56% | 42% |

0%   20%   40%   60%   80%   100%
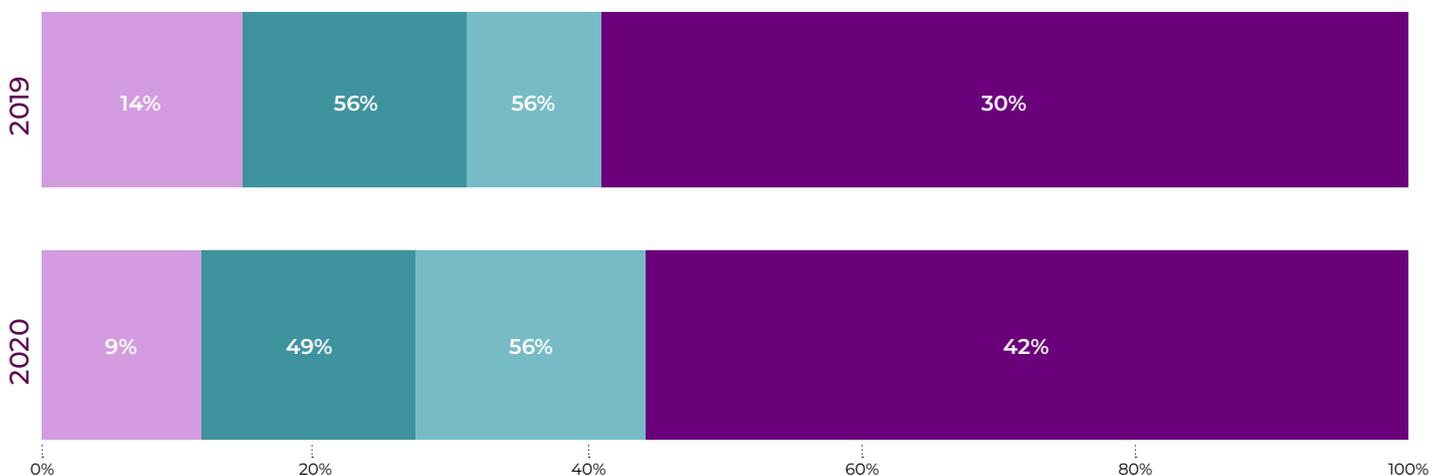
Classification	2019	2020
Dishonest Behaviour	16%	13%
General	16%	15%
Health & Safety	10%	17%
Human Resources	58%	55%

We have seen a 3% decrease in the share of Dishonest Behaviour reports received replaced instead by an increase in the share of Health & Safety reports received.

Both General reports and Human Resources reports have remained steady with a slight decrease in HR reports.

Sub-Classifications of the reports we receive

Whilst all reports are classified into four major categories all reports are also sub-classified into 1 of 21 sub-classifications.

During the COVID-19 pandemic there have been large changes in some sub-categories.

These will be given in both absolute increases or decreases year-on-year along with the percentage shares for 2019 and 2020.

Human Resources

The table below shows the changes in the number of reports received within the Human Resources Classification.

Sub-Classification	Percentage Change
Bullying	-23%
Harassment	-14%
Discrimination	10%
Victimisation	-5%
Racism	35%
Unfair Treatment	0%

In 2020 there has been a very large 118% increase in the number of General Safety reports received. This is linked to the large number of safety concerns received related to COVID-19 with many concerns linked to social distancing, PPE and working conditions.

Not all clients received an influx of reports related to H&S and whilst there was a "spike" of reports upon the initial spread of the virus there is a maintained stream of reports received.

Note that Product Contamination is not included within the absolute figures as there is insufficient data to provide a meaningful percentage change.

There has also been a decrease of 29% in the number of substance abuse reports received, most likely due to less "on-site" work taking place, greater social distancing and less close contact between employees.

The percentage share of reports is also available for comparative purposes, allowing organizations to assess their own share of reports within the H&S classification.

Report Sub Classifications by Year (HR) - 2019 & 2020 Comparison

Case Sub Classification: ⬤ Bullying ⬤ Discrimination ⬤ Harassment ⬤ Racism
⬤ Unfair Treatment ⬤ Victimisation

2019

| 16% | 3% | 4% | 2% | 74% |

2020

| 13% | 3% | 4% | 3% | 76% |

0%   20%   40%   60%   80%   100%
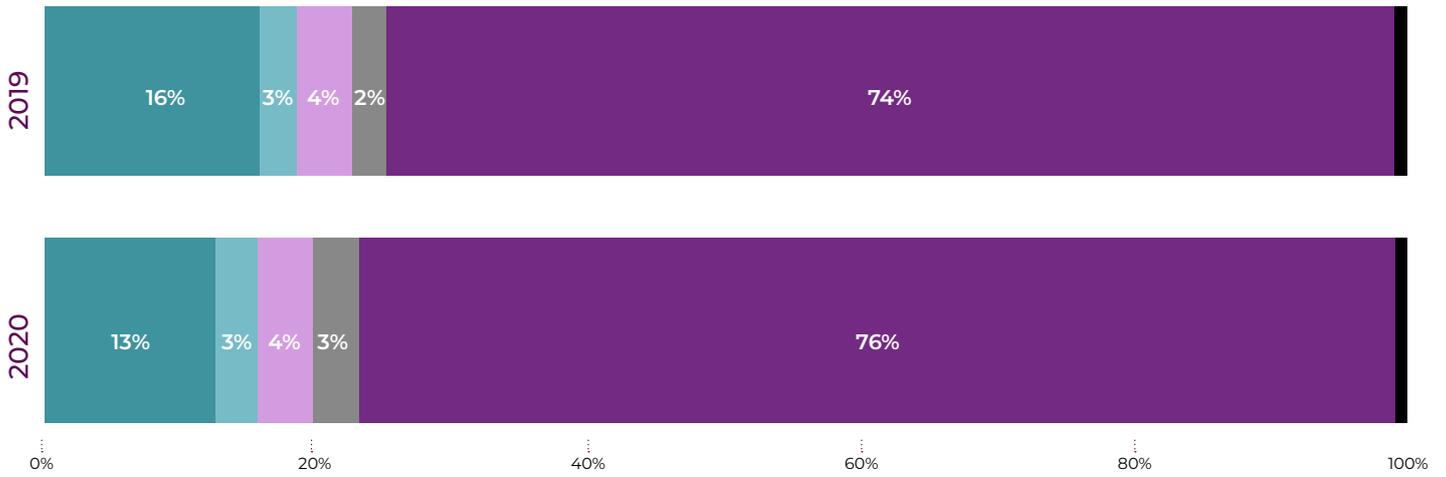
Sub Class	2019	2020	Change
Bullying	16%	16%	-3%
Discrimination	3%	3%	0%
Harassment	4%	4%	0%
Racism	2%	2%	+1%
Unfair Treatment	74%	74%	+2%
Victimisation	1%	1%	0%

Health & Safety

The table below shows the changes in the number of reports received within the Health & Safety Classification.

Sub-Classification	Percentage Change
General Safety	118%
Substance Abuse	-29%

In 2020 there has been a very large 118% increase in the number of General Safety reports received. This is linked to the large number of safety concerns received related to COVID-19 with many concerns linked to social distancing, PPE and working conditions. Not all clients received an influx of reports related to H&S and whilst there was a "spike" of reports upon the initial spread of the virus there is a maintained stream of reports received.

Note that Product Contamination is not included within the absolute figures as there is insufficient data to provide a meaningful percentage change.

There has also been a decrease of 29% in the number of substance abuse reports received, most likely due to less "on-site" work taking place, greater social distancing and less close contact between employees.

The percentage share of reports is also available for comparative purposes, allowing organizations to assess their own share of reports within the H&S classification.

The share of General Safety concerns has increased dramatically in-line with the increase in the number of concerns received.

Report Sub Classifications by Year (Health & Safety) - 2019 & 2020 Comparison

Case Sub Classification: ● General Safety ● Product Contamination ● Substance Abuse

2019
| 70% | 30% |

2020
| 87% | 12% |

0% 20% 40% 60% 80% 100%
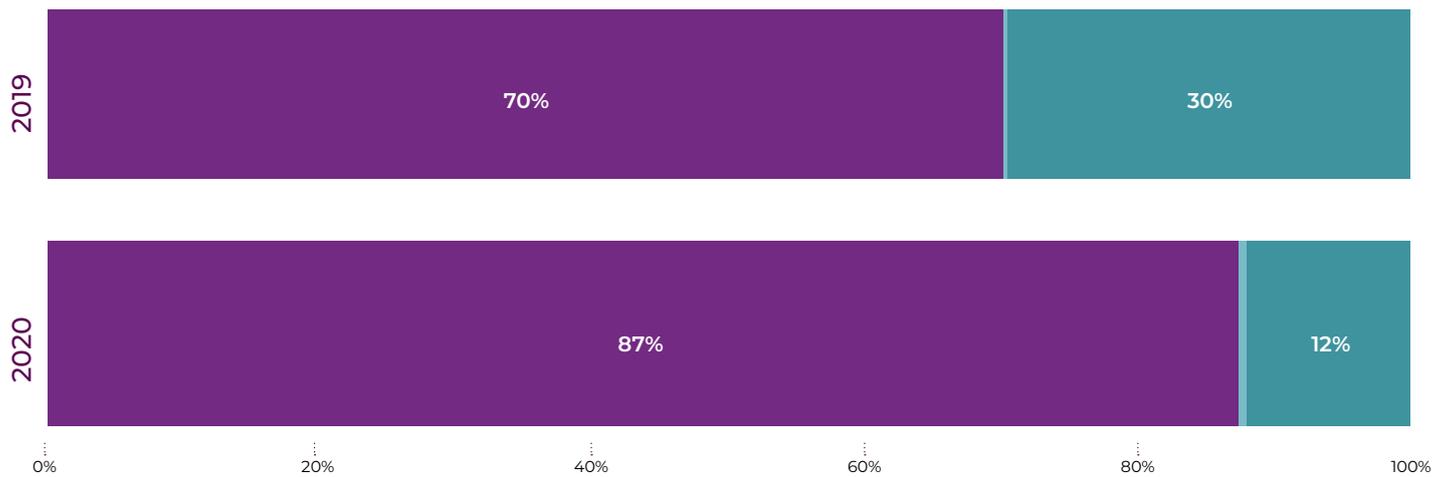
Sub Class	2019	2020	Change
General Safety	70%	88%	+18%
Substance Abuse	30%	12%	-18%
Product Contamination	0%	0%	0%

Dishonest Behaviour

The table below shows the changes in the number of reports received within Dishonest Behaviour Classification.

Sub-Classification	Percentage Change
Fraud	2%
Theft	15%
Integrity	-28%
Corruption	-28%

2020 has seen some quite substantial changes in the number of Dishonest Behaviour reports received. Decreases of 28% in both Integrity and Corruption reports are again likely to be linked to more employees working from home with less "over-the-shoulder" scrutiny.

A surprising increase of 15% in the number of Theft reports may also be linked to less scrutiny in workplaces which have lower occupancy levels and less social contact, emboldening anyone attempting to steal from their organizations.

Note that Bribery reports have been discluded as there is insufficient data to provide a meaningful percentage change.

The shares of each subclassification has remained fairly steady despite these increases and decreases in the absolute numbers of reports received. There have been decreases in the share of integrity reports alongside and increase in Fraud and Theft.

Report Sub Classifications by Year (Dishonest Behaviour) - 2019 & 2020 Comparison

Case Sub Classification: ● Bribery ● Corruption ● Fraud ● Integrity ● Theft

| 2019 | | 11% | 17% | 57% | 13% |

| 2020 | | 9% | 21% | 50% | 18% |
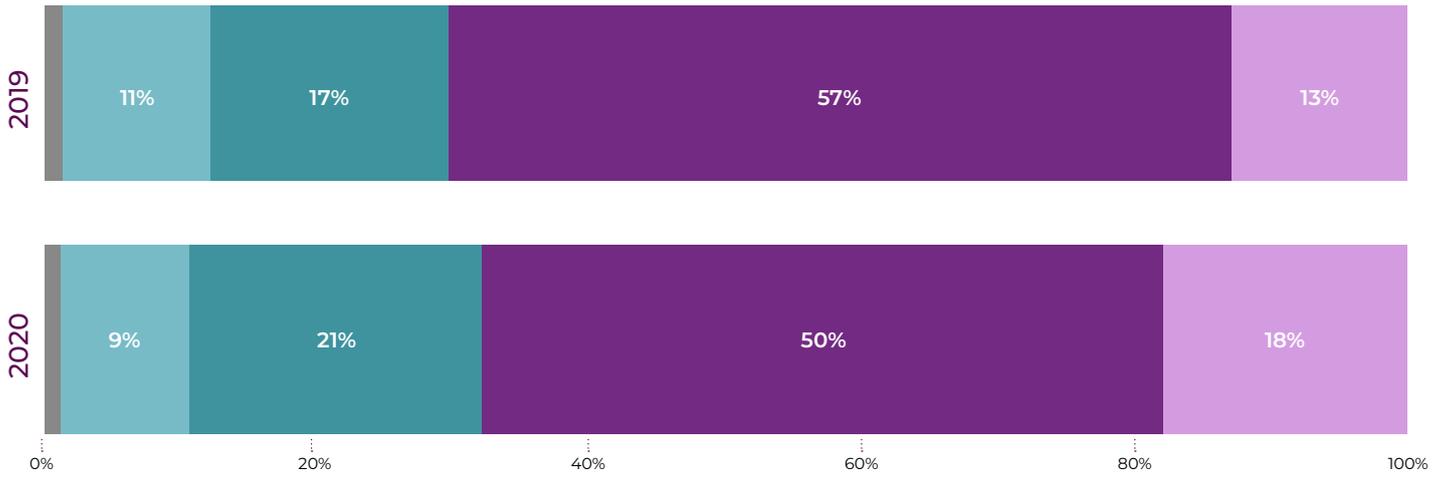
Sub Class	2019	2020	Change
Bribery	2%	2%	0%
Corruption	11%	9%	-2%
Fraud	17%	21%	+4%
Integrity	57%	50%	-7%
Theft	13%	18%	+5%

General

The table below shows the changes in the number of reports received within the General Classification.

Sub-Classification	Percentage Change
Policy	1%
Reputation	-2%
Data Protection	-33%

The General classification covers the most diverse range of types of report and has some of the lowest reporting rates for some subclasses. As such Corporate Governance, Environmental, Regulatory Compliance and Failure to act on a previous report have all been removed due to lack of sufficient data to give a meaningful percentage change.

There has however been a 33% decrease in the number of data protection reports received. This is likely due to increased comfort around the GDPR in Europe and increased data protection awareness. It may also be linked in less "over-the-shoulder" scrutiny and a decrease in reporting of such incidents.

The share of reports for 2019 and 2020 is also available below for comparison purposes.

Report Sub Classifications by Year (General) - 2019 & 2020 Comparison

Case Sub Classification:
- ● Corporate Governance
- ● Data Protection
- ● Enviromental
- ● Failure To Act
- ● Policy
- ● Regulatory Compliance
- ● Reputation

2019
| 11% | 17% | 57% |

2020
| 5% | 36% | 2% | 57% |

0%   20%   40%   60%   80%   100%
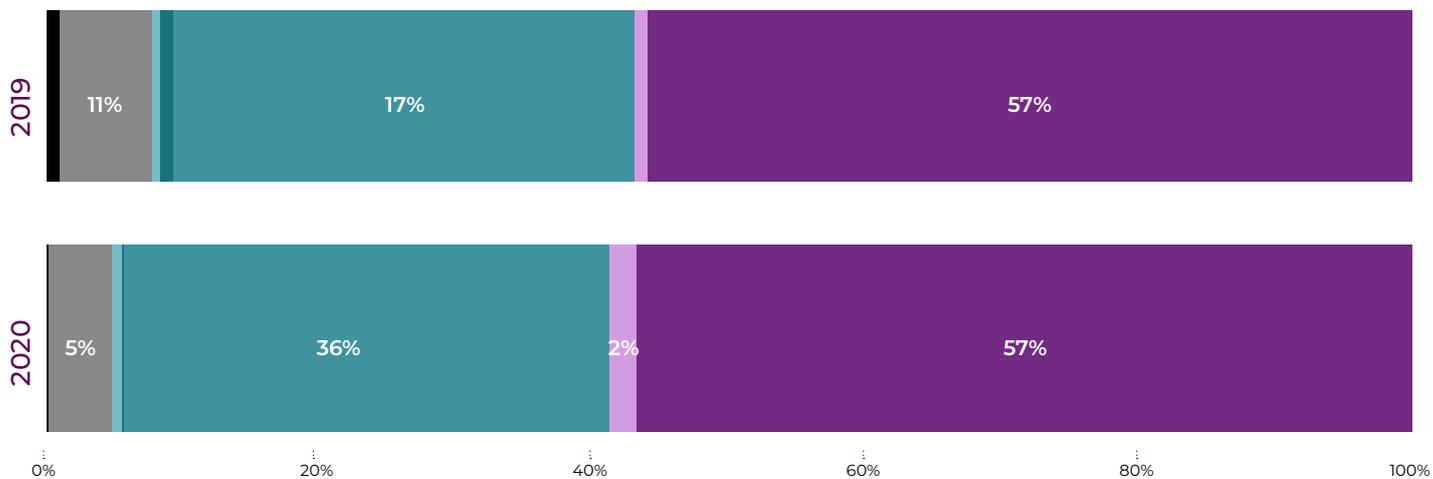
Sub Class	2019	2020	Change
Corporate Governance	1%	<1%	-1%
Data Protection	7%	5%	-2%
Environmental	<1%	<1%	0%
Failure to Act on Previous Report	1%	<1%	-1%
Policy	34%	36%	+2%
Regulatory Compliance	1%	2%	+1%
Reputation	56%	57%	+1%

Anonymity of Reports

Every reporter has the choice when making a report to Safecall; Anonymous, Semi-anonymous or Named.

An anonymous report is from a totally unknown person with no contact details or identifying information left by the reporter. With the introduction of the Comment facility within the Safecall Portal, a client can still liaise with a wholly anonymous person whilst maintaining their anonymity.

A semi-anonymous reporter is partially anonymized. The reporter is comfortable revealing their identity to Safecall but does not with these to be passed to the client orgnisation.

With a named reporter a combination of contact details will be available and provided by Safecall.

Reports by Anonymity - 2019 & 2020 Comparison

Case Sub Classification: ● Anonymous ● Named ● Semi-Anonymous
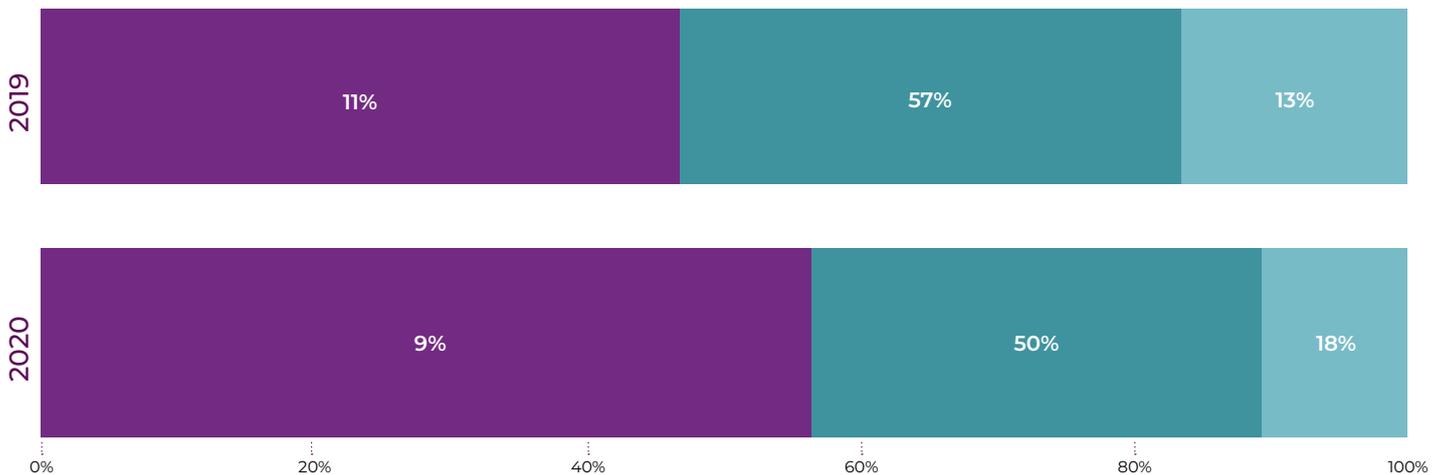
Status	2019	2020
Anonymous	47%	57%
Semi-Anonymous	16%	10%
Named	36%	32%

In 2020 we have seen a decrease in the number of semi-anonymous and named reports received and a sharp increase in the number of anonymous reports. This is likely to be linked to an increase in the number of web submissions made throughout the year.

A strong contributor to this is also job insecurity and fear of dismissal. As the economic impacts of the pandemic are felt with higher unemployment figures all staff will find it even more difficult to raise concerns and Speak Up about wrongdoing.

Many reports were received by key workers who were generally uncomfortable with raising concerns or being viewed as "complaining" about their situation, both of which lend themselves to an inclination to report anonymously.

Breakdown by Industry

Below is a combination of different measures broken down by industry sector. These include; Classification, Report Origin, Report Substantiation,

For 2019 classifications were summarized and report origins for different industry sectors. We've replicated this again for 2020 to give you some insight into the types of reports your organization is likely to receive and how your employees are likely to contact you.

Again it's poignant to highlight that each business is different and if you're not seeing the same, it isn't anything to be frightened of! There are lots of reasons why you may be seeing something different such as company culture, geographic culture, age diversity or even local infrastructure issues.

Classifications by industry sector

Classifications by Industry Sector in 2020

Case Classification: ● Dishonest Behaviour ● General ● Health & Safety ● Human Resource

Industry	Dishonest Behaviour	General	Health & Safety	Human Resource
Airports / Airlines	13%	16%	16%	55%
Banking and Finance	14%	22%	8%	56%
Care / Support	6%	21%	30%	44%
Construction	9%	7%	18%	66%
Education	20%	10%	10%	60%
Emergency Services	38%	34%	8%	20%
Engineering	10%	22%	13%	55%
Facilities Management	6%	8%	13%	73%
Food Processing / Wholesale	8%	8%	24%	60%
Healthcare	6%	15%	29%	50%
Housing Association	5%	10%	15%	70%
Legal Services	30%	15%	5%	50%
Leisure Industry	13%	21%	9%	56%
Local Government	27%	32%	14%	28%
Logistics	13%	21%	18%	49%
Manufacturing	13%	12%	8%	67%
Mining	23%	23%	9%	46%
Non-Profit	21%	25%	4%	50%
Nuclear	14%	17%	26%	43%
Oil & Gas	10%	13%	11%	66%
Pharmaceuticals	35%	18%	24%	24%
Private Equity	10%	19%	19%	52%
Professional Services	10%	19%	9%	62%
Retail	15%	12%	9%	65%
Sport	3%	9%	3%	84%
Support Services	14%	16%	13%	58%
Technology	13%	26%	7%	54%
Utilities	21%	17%	30%	33%

Similar to the overall benchmarks for classifications the vast majority of industries receive the largest percentages of their reports in the HR category, closely followed by Health and Safety or General.

It is worth highlighting that certain industries have higher reporting rates in the Dishonest Behaviour classification, perhaps due to the nature of these industries, such as Emergency Services, Legal Services and Pharmaceuticals.

Report origins by industry sector

Reports by Origin in 2020

Case Sub Classification: ● Email ● Phone ● Web

Sector	Email	Phone	Web
Airports / Airlines	5%	65%	30%
Banking and Finance	8%	49%	42%
Care / Support	10%	61%	28%
Construction	5%	79%	16%
Education	10%	70%	20%
Emergency Services		33%	66%
Engineering	6%	33%	61%
Facilities Management	16%	60%	25%
Food Processing / Wholesale	6%	57%	37%
Healthcare	3%	66%	31%
Housing Association		55%	45%
Legal Services		45%	55%
Leisure Industry	19%	67%	13%
Local Government	23%	21%	55%
Logistics	7%	26%	67%
Manufacturing	4%	55%	41%
Mining		38%	46%	16%
Non-Profit	31%	15%	54%
Nuclear	6%	68%	27%
Oil & Gas		32%	43%	25%
Pharmaceuticals	6%	29%	65%
Private Equity	13%	56%	31%
Professional Services	15%	56%	30%
Retail	13%	61%	26%
Sport		25%	75%
Support Services	18%	48%	34%
Technology	21%	30%	48%
Utilities	7%	36%	57%

The way in which reporters contact Safecall is transient and linked to factors including cultural views, company culture and ease of access. Safecall provide two major methods in many different languages to make raising a concern as easy as possible.

The majority of contacts in 2020 were recieved via the Phone and Web Intake. Both methods strive to convey accurate and comprehensive information to the client. The data trends towards more web reporting as younger generations become more comfortable with using the internet in favour of having a live conversation.

Report Anonymity by Industry

Similar to the overall statistics for Anonymity below is a breakdown Anonymity status chosen by industry.

The anonymity status chosen varies between industry sector but remains fairly consistent throughout with the notable exception of the Emergency Services sector. Many Emergency Services employees favour anonymous reporting through Safecall perhaps due to already existing channels internally. Safecall is often the final option for many employees no matter their industry sector.

Report Anonymity by Industry in 2020

Case Sub Type: ● Anonymous ● Named ● Semi-Anonymous

| Industry	Anonymous	Named	Semi-Anonymous
Airports / Airlines	50%	36%	14%
Banking and Finance	61%	23%	16%
Care / Support	52%	36%	12%
Construction	50%	43%	7%
Emergency Services	89%	6%	6%
Engineering	69%	20%	11%
Facilities Management	41%	46%	13%
Food Processing / Wholesale	61%	28%	11%
Healthcare	54%	28%	17%
Leisure Industry	49%	33%	18%
Local Government	49%	33%	18%
Logistics	62%	27%	11%
Manufacturing	46%	45%	9%
Mining	40%	39%	21%
Non-Profit	41%	40%	18%
Nuclear	57%	24%	19%
Oil & Gas	38%	37%	25%
Private Equity	73%	23%	4%
Professional Services	52%	43%	6%
Retail	48%	37%	15%
Support Services	39%	47%	14%
Technology	53%	28%	19%
Utilities	70%	16%	14%

Report Closure

Our report closure and case management functionality has had some great feedback, the ability to manage cases from initial receipt to investigation to conclusion provides a simple, secure solution to run your confidential reporting system.

Safecall began tracking how many reports resulted in some form of action or were substantiation or unsubstantiated in 2019 with an addition in late 2019 of both partially substantiated and no further action. With an increase in anonymous reports it is always likely to see an increase in the number of unsubstantiated reports, however that doesn't always mean that no action was taken. During 2020 however there was a slight decline in the number of unsubstantiated reports and a large increase in the number of partially substantiated reports.

Closure	2019	2020	Change
Unsubstantiated	57%	56%	-1%
Substantiated	35%	21%	-14%
Partially Substantiated	8%	19%	+9%
No Further Action	<1%	4%	+4%

Reports by Conclusion - 2019 & 2020 Comparison

Case Conclusion: ● No Further Action ● Part-Substantiated ● Substantiated ● Unsubstantiated

2019

11%	57%	13%

2020

|		
9%	50%	18%

0% 20% 40% 60% 80% 100%
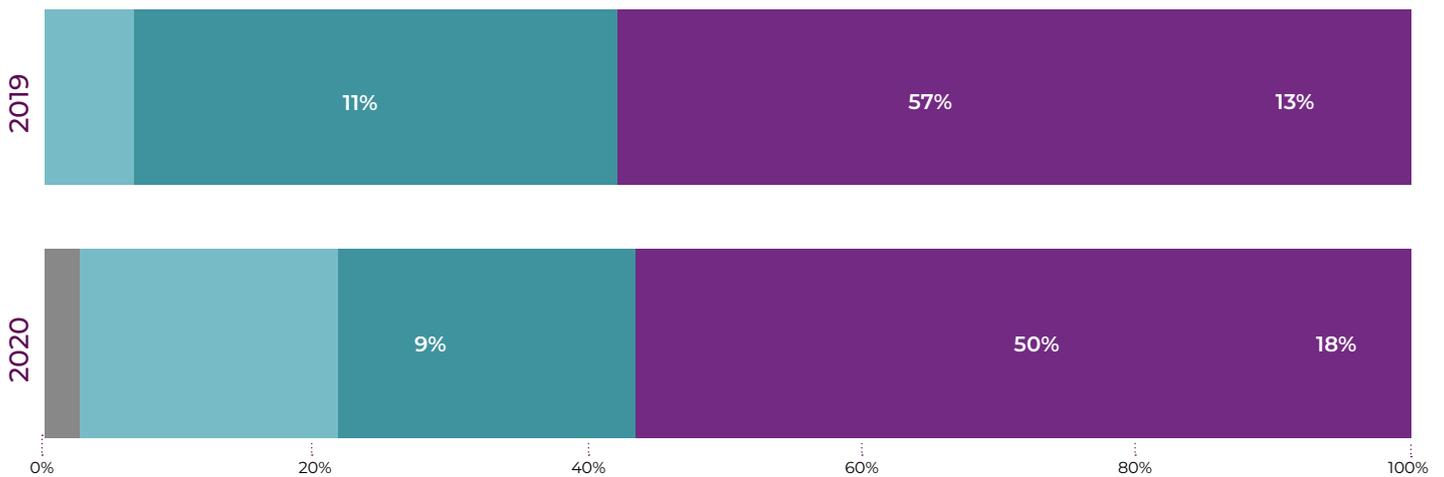
For the first time we're also publishing the substantiation rates recorded for different classifications and intake methods. As expected there are a large number of unsubstantiated reports for each classification.

It should be noted however that this does not record the outcomes related to other allegations or further concerns raised during an investigation but purely to the initial allegation itself.

Reports related to dishonest behavior such as fraud or corruption are often much more taxing and require in-depth knowledge of the specific issue, often resulting in lower substantiation rates whilst issues related to HR are often much easier to investigate and prove.

Report Substantiation by Classification in 2020

Case Conclusion: ● No Further Action ● Part-Substantiated ● Substantiated ● Unsubstantiated

HR

6%	20%	22%	53%

Health & Safety

3%	19%	22%	57%

Dishonest Behaviour

12%	19%	68%

General

|		
24%	21%	54%

0% 20% 40% 60% 80% 100%
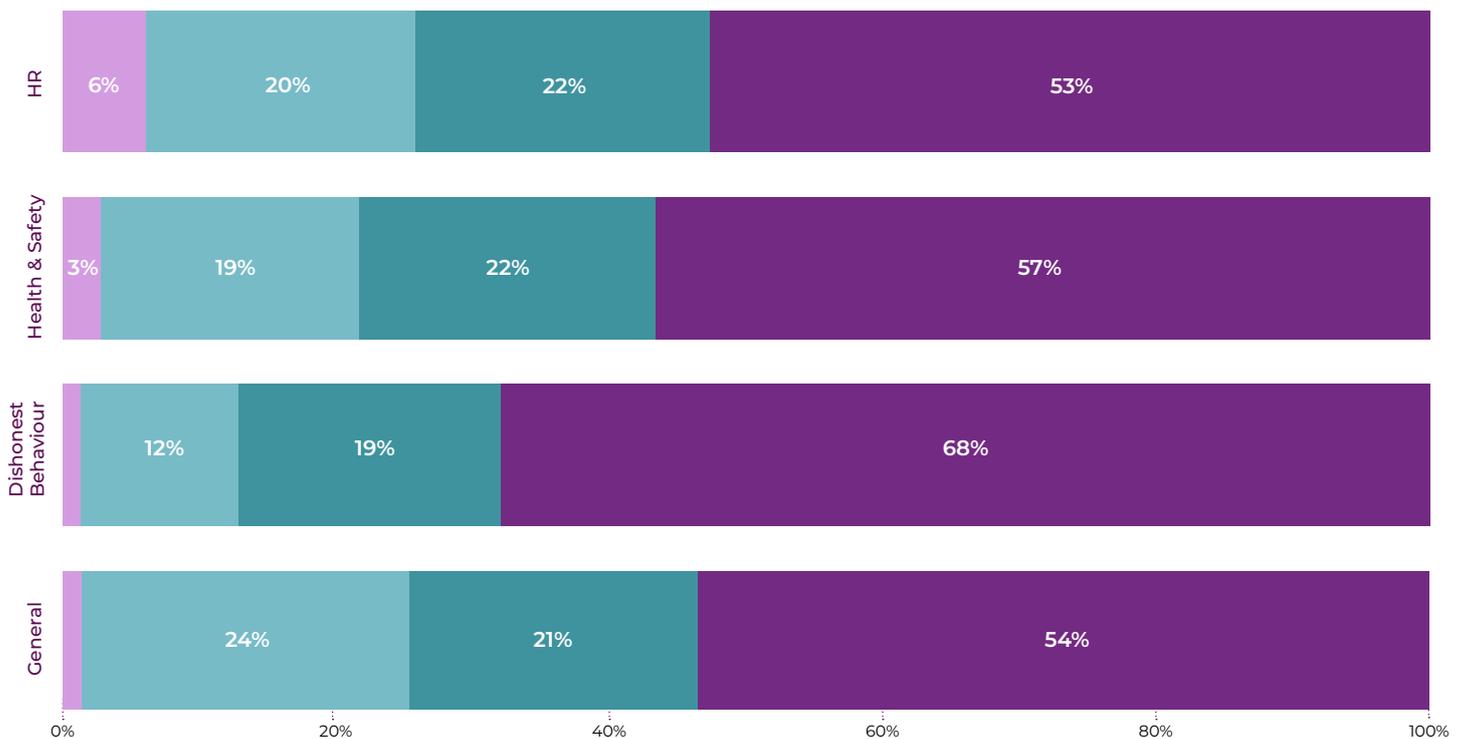
We've also looked at the substantiation rates of the different intake methods that we provide. As we expected there is a much higher rate of substantiation for our web and phone intake methods. These reports are almost always more comprehensive than the email intake (for those that still allow this) as we're able to obtain much more pertinent information for you.

Report Substantiation by Origin in 2020

Case Conclusion: ● No Further Action ● Part-Substantiated ● Substantiated ● Unsubstantiated

Web
- 5%
- 20%
- 21 %
- 54%

Phone
- 18%
- 23%
- 56%

Email
- 16%
- 11%
- 73%

0%   20%   40%   60%   80%   100%
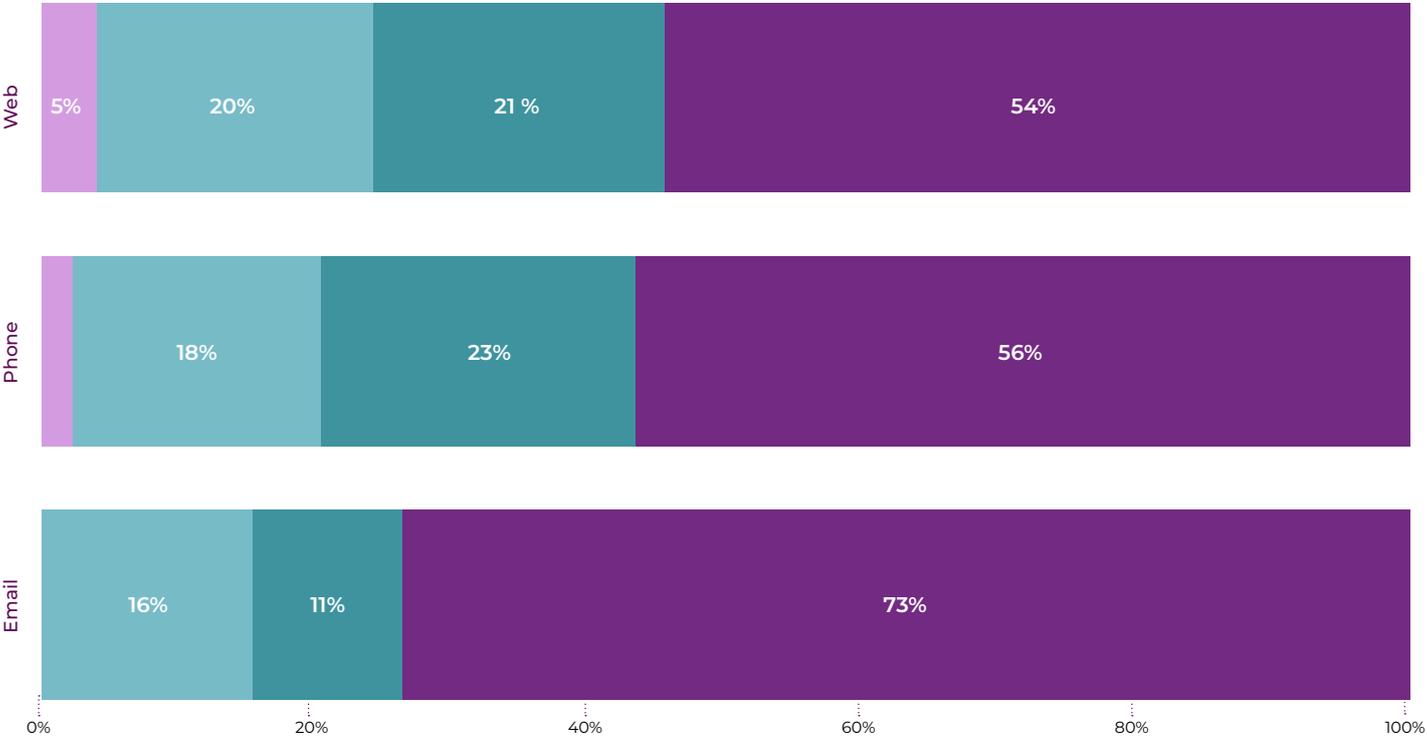
Anonymity by Report Origin

The anonymity chosen by a reporter strongly links to the type of reporting method they choose. The below comparison shows the differing reporting preferences based on the reporting channel chosen by the reporter.

Report Anonymity by Origin in 2020

Contact Sub Type: ● Anonymous ● Named ● Semi-Anonymous

Phone	5%	21 %	54%
Web	18%	23%	56%
Email	16%	11%	73%

0% 20% 40% 60% 80% 100%
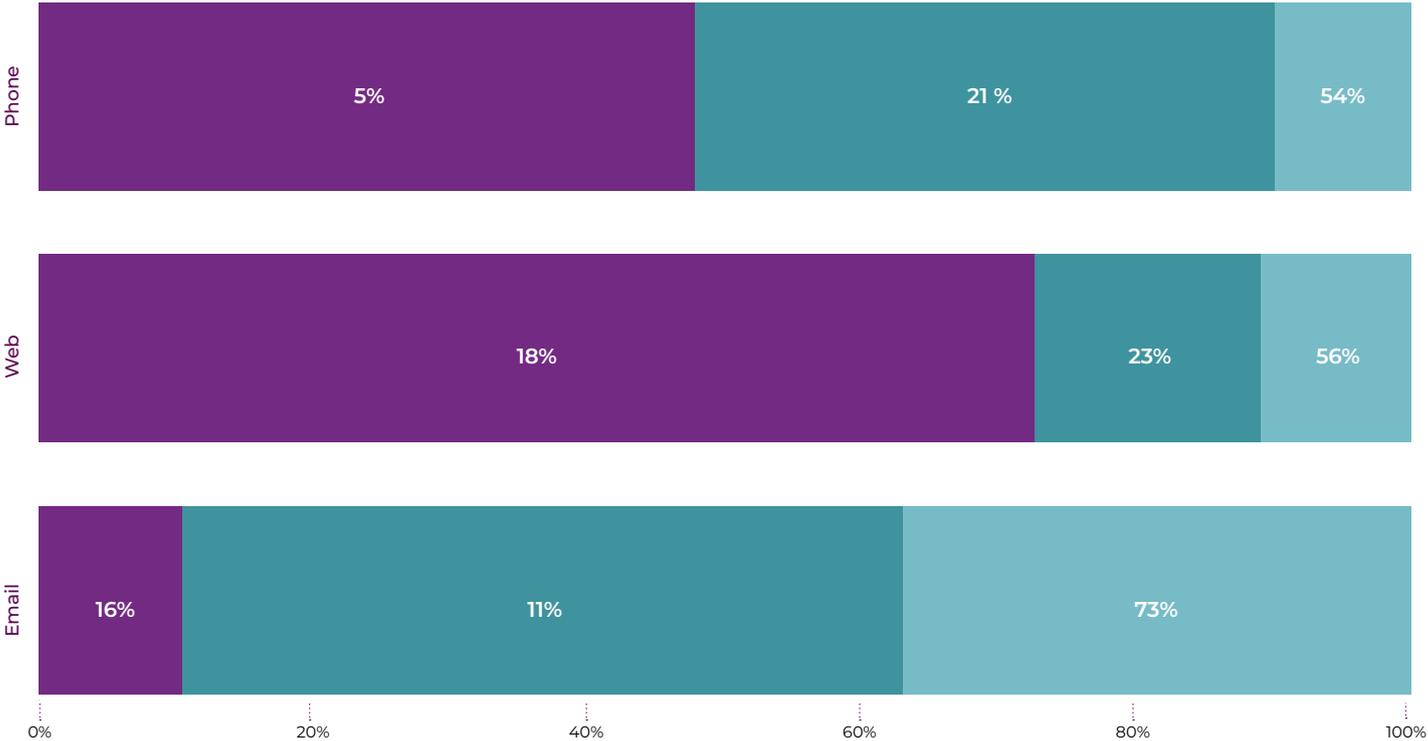
There is a strong preference when reporting via the web to remain anonymous. Almost every reporter upon initial contact wishes to remain anonymous. When reporting via the phone our Call Handlers have the opportunity to discuss this with the caller and explain the benefits of either being fully named or partially anonymous, allowing Safecall to provide a more comprehensive and actionable report to the client.

www.safecall.co.uk

Reports by Country

Reporting Channel Preference by Country

For our top 17 reporting countries we have compiled the reporting channel preferences for each. There are many cultural, educational and political factors that contribute to the various channel preferences. This will however give a broad overview of the reporting channel preferences for workforces in these countries.

Report Origin by Country in 2020

Case Origin: ● Email ● Phone ● Web

Country	Email	Phone	Web
Brazil	11%	44%	45%
China	34%	32%	34%
France	6%	37%	58%
Germany	6%	37%	56%
India	16%	54%	30%
Ireland	9%	51%	40%
Japan	30%	20%	50%
Mexico	12%	68%	20%
Netherlands	8%	58%	35%
Russia	32%	51%	17%
Saudi Arabia	10%	51%	38%
South Africa	20%	24%	56%
Spain	19%	29%	52%
Turkey	35%	23%	42%
United Arab Emirates	4%	75%	21%
United Kingdom	7%	54%	40%
United States	4%	76%	20%
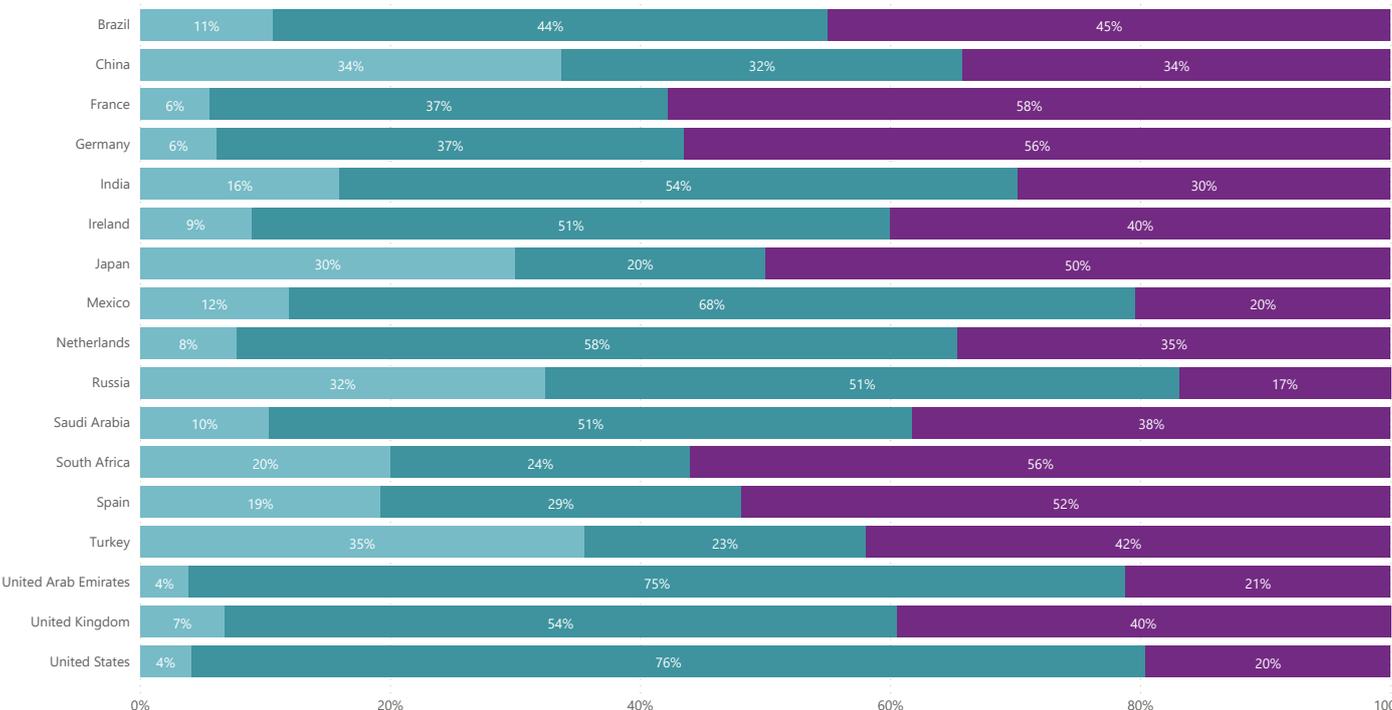
There are clear preferences for Telephone reporting channels in the UK, US and UAE with greater preference for web reporting in France and Germany. There are clear preferences for "digital" methods including both web and email in Turkey and Spain but all of these figures are also highly dependent upon the industry sectors we cover within these countries.

Anonymity Preference by Country

The same statistics for Anonymity preference are available for the same 17 top reporting countries.

Report Anonymity by Country in 2020

Case Origin: ● Email ● Phone ● Web

Country	Web	Phone	Email
Brazil	65%	20%	14%
China	46%	26%	28%
France	41%	49%	10%
Germany	42%	47%	12%
India	45%	45%	9%
Ireland	51%	40%	9%
Japan	55%	33%	12%
Mexico	53%	37%	10%
Netherlands	35%	54%	12%
Russia	25%	56%	18%
Saudi Arabia	44%	39%	18%
South Africa	54%	22%	24%
Spain	50%	34%	16%
Turkey	33%	43%	23%
United Arab Emirates	48%	46%	6%
United Kingdom	59%	29%	12%
United States	46%	42%	12%
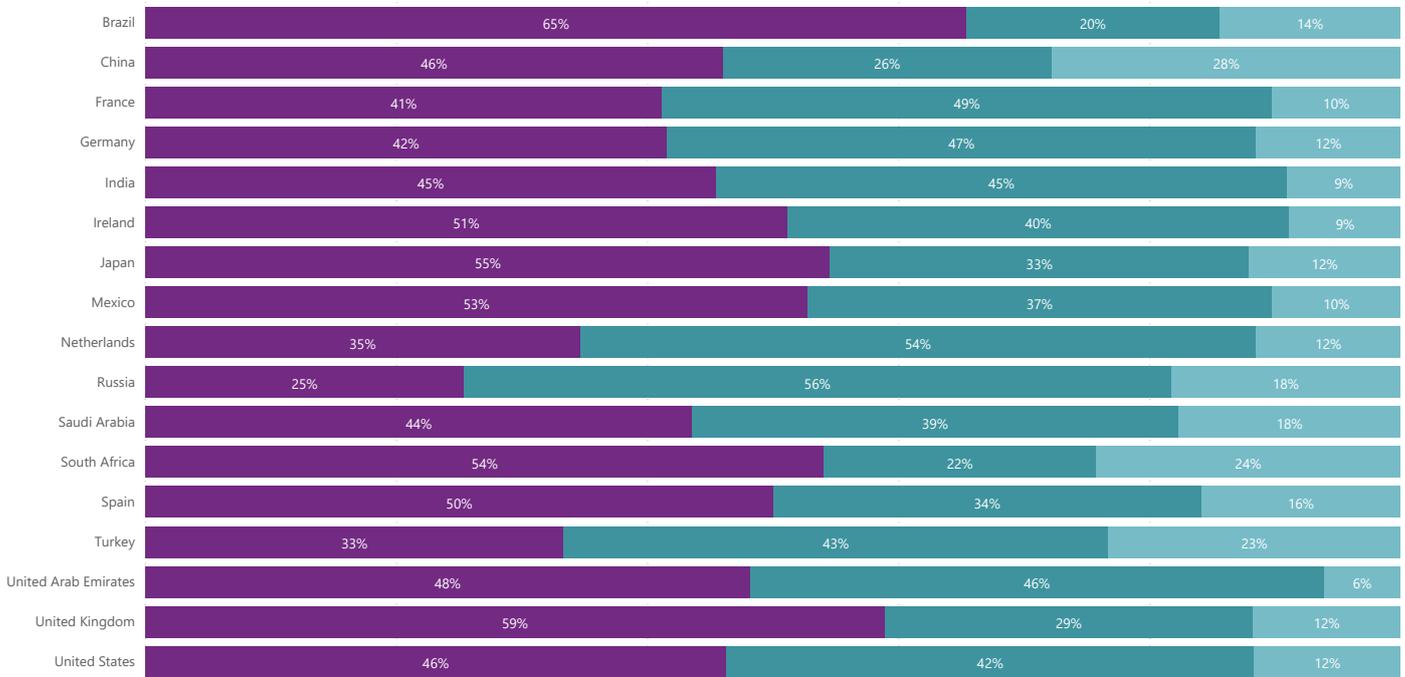
These figures again give insight into many cultural differences between countries. Whilst Employees in the UK may feel comfortable reporting an issue they tend not to want to report this as a named individual and opt to be anonymous where possible. The majority of UK based companies have robust internal reporting channels through HR, Internal Audit or Legal teams.

Many reporters therefore feel uncomfortable raising issues with Senior Management in a named capacity until they are reassured that it is the right channel and action will be taken. This is juxtaposed with countries like the Netherlands or the UAE which feel far more comfortable opting to be Named in the first instance.

Case Closure Times

With the release of Safecall Case Management, we also wanted to share some of the average closure times that are seen across our client base. This includes closure rates across classifications, industry, origin and substantiation rate. Note that there is a large variance in the closure times between clients depending on their own internal processes and whether or not they use Safecall as their only case management solution.

Case Closure Times by Classification

Average of Days Between Open + Close by Case Classification

| Dishonest Behaviour	Human Resources	General	Health & Safety
85	67	64	46
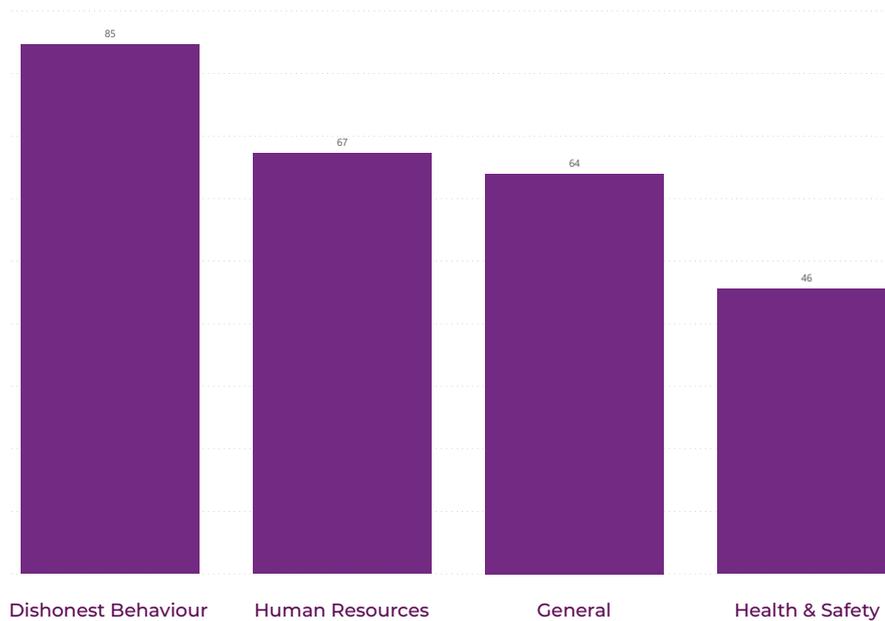
Dishonest Behaviour reports tend to have higher average closure times than other types of reports. Investigations can be significantly more complex and require in-depth analysis to prove or disprove wrongdoing which results in high closure times. Significantly Health & Safety reports are closed on average in half the time a Dishonest Behaviour report is closed. Most H&S reports will be viewed as time critical issues and are much more likely to be investigated and closed off quickly by the companies involved.

Case Closure Times

Case Closure Times by Industry Sector

Average of Days Between Open + Close by Industry

Industry	Days
Support Services	166
Engineering	136
Construction	104
Leisure Industry	91
Nuclear	88
Banking and Finance	81
Non-Profit	72
Utilities	59
Healthcare	59
Retail	58
Facilities Management	56
Manufacturing	52
Logistics	43
Food Processing / Wholesale	41
Care / Support	40
Sport	35
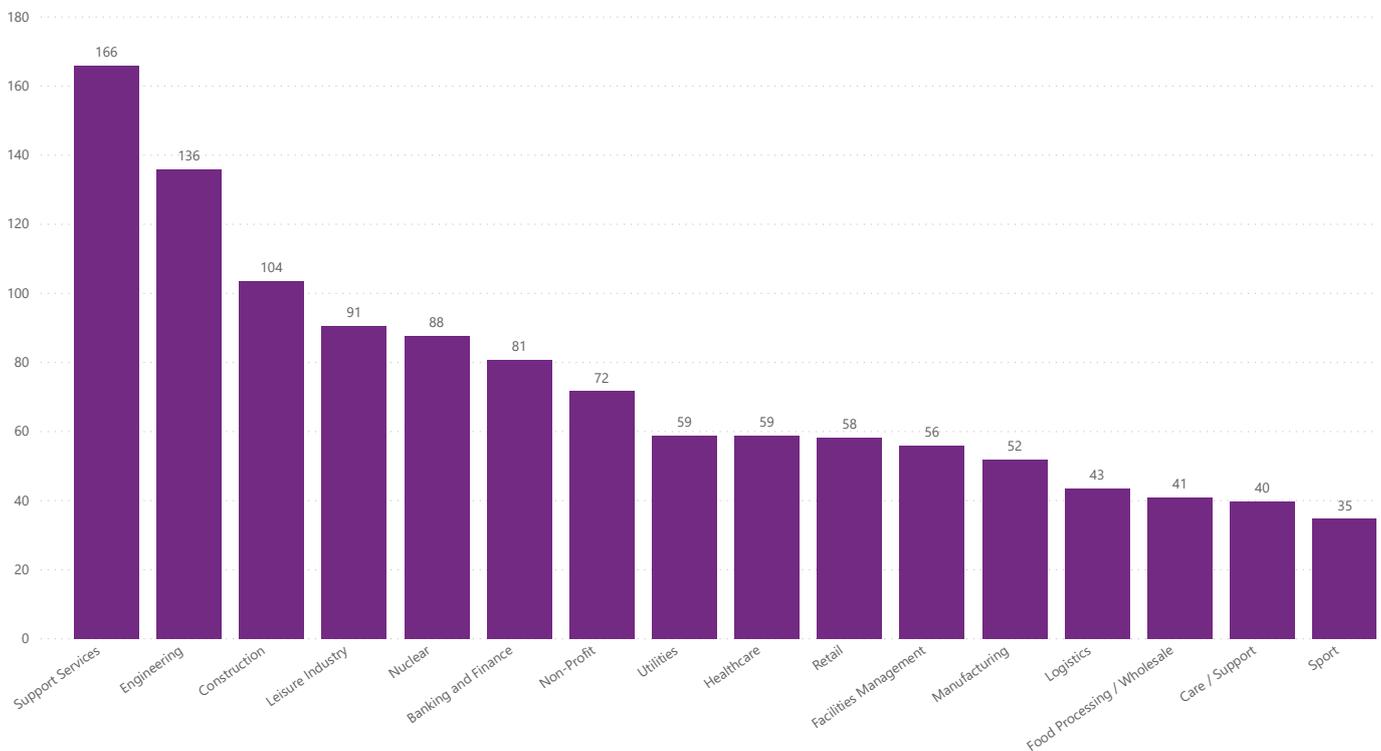
There is a large variance in the number of days taken to close reports within the Safecall Portal with the Support Services industry classification having the highest closure times on average at 166 days and Sport having the lowest average closure times at 35 days.

The average closure times for companies can vary dramatically, based broadly on the access to competent investigators, geographic distribution and severity of the types of allegations received.

Case Closure Times by Intake Method

Based on the analysis of substantiation rates based on intake methods it's interesting to then see the average closure times for different intake methods.

Whilst Email has one of the lowest substantiation rates it also has one of the highest average closure times, suggesting that not only is the initial information of lower quality, the subsequent investigation to establish wrongdoing is significantly longer

### Average of Days Between Open + Close by Case Origin
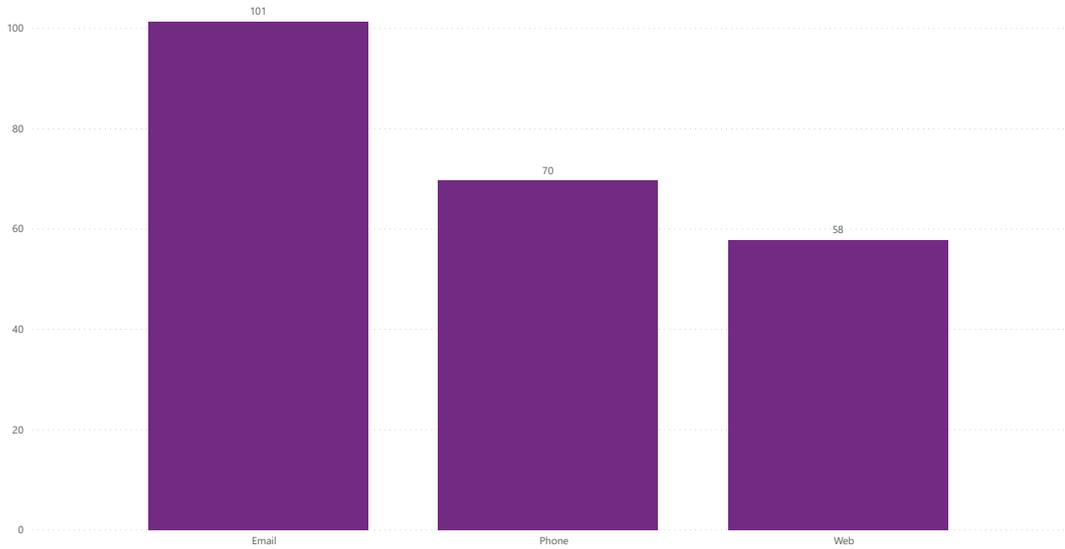
Case Closure Times by Industry Sector

When looking at the average closure times for different substantiation conclusions there is an average closure of 32 days for those that are marked as "No Further Action" following triage and assessment.

Substantiated reports on average take around double the time to close, perhaps due to increased detail required in report writing and board/executive approval of action taken.

Average of Days Between Open + Close by Case Conclusion
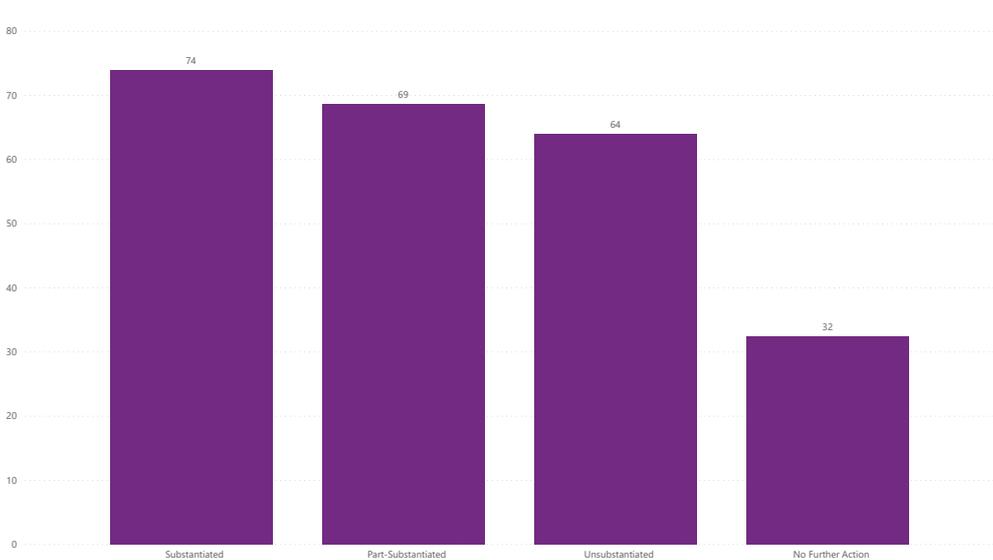
How can Safecall Help?

With our ever expanding selection of products and services we're always on hand to help you create a world-class ethics and compliance program.

Some of the latest products we can offer include:

Online Training

Safecall have been successfully delivering investigation and interview training courses for several years to both public and private clients.

The suspension of all face-to-face educational courses in March 2020 has presented the opportunity to create a digital classroom-based investigation workshop.

The course duration is 2½ hours, delegates will be able to see, talk to and message the trainer live. Also, all the content from face-to-face courses can be viewed live online through the secure video link.

Class sizes will be small to facilitate interaction between the trainer and delegates.

The Safecall Handbook and associated literature will be available online for all delegates.

Using Microsoft Teams to host the course delegates will confirm their identity to the trainer within a virtual waiting room, and then enter the online classroom for the duration of the course.

You can now book your place on any of our courses online by going to:

https://www.safecall.co.uk/en/training/online-training/

Investigations Training

The workshop is essential for managers and practitioners to develop their knowledge and skills enabling them to scope, plan and conduct professional investigations.

Learning objectives

By the end of the course the candidates will be able to:

- Identify the key legislation relating to the management of whistle-blowers

- Assess the nature, impact and scope of an investigation

- Identify the responsibilities of an investigator

- Describe the principles of robust and meaningful terms of reference

- Organise and conduct an ethical and effective investigation

- Demonstrate investigative planning, rationale and auditable decision making

- Structure and prepare an investigation report

Interview Training Course

Interview evidence can often not be heard if it is ruled inadmissible due to poor or oppressive practice.

Give your staff the confidence to conduct a thorough, professional and fair interview which can withstand the rigours of later challenge. Do you know how to get the best from your witnesses and assist their recall of difficult or historic events?

Sign up for the course and let our trainers show you how.

Learning objectives

- The objectives are that by the end of the course delegates will be better able to:

- Explain the background to investigative interviewing

- Outline the principles of investigative interviewing

- Explain the PEACE framework

- Plan an interview and engage the interviewee

- Utilise different questioning technique

- Understand compliant and non -compliant interview techniques

eLearning

Whistleblowing is hugely important when it comes to keeping a business trustworthy and its customers/clients safe.

That's why, at Safecall, we can provide you with a range of training options that will educate staff at all levels on the importance of a healthy and open complaints process.

Safecall's whistleblowing training courses are designed to not only educate staff on the whistleblowing and complaints resolution processes, but also to build confidence that the system works and can be trusted.

We provide two courses; Whistleblowing basics for all-staff and Whistleblowing for managers.

Whistleblowing Basics for all-staff provides staff at all levels with a better understanding of the importance of whistleblowing, the reporting procedures, and the responsibility that firms have towards members of staff who speak up.

Whistleblowing for managers focuses on what managers, and other senior members of staff, need to know in order to better support whistleblowers throughout the entirety of the complaints and investigation processes.

Our whistleblowing eLearning courses are fully compliant with SCORM (Shareable Content Object Reference Model), which means that either course can be hosted on your Learning Management System with ease. If you would prefer, however, we can also arrange to host the session for you, at no extra cost.
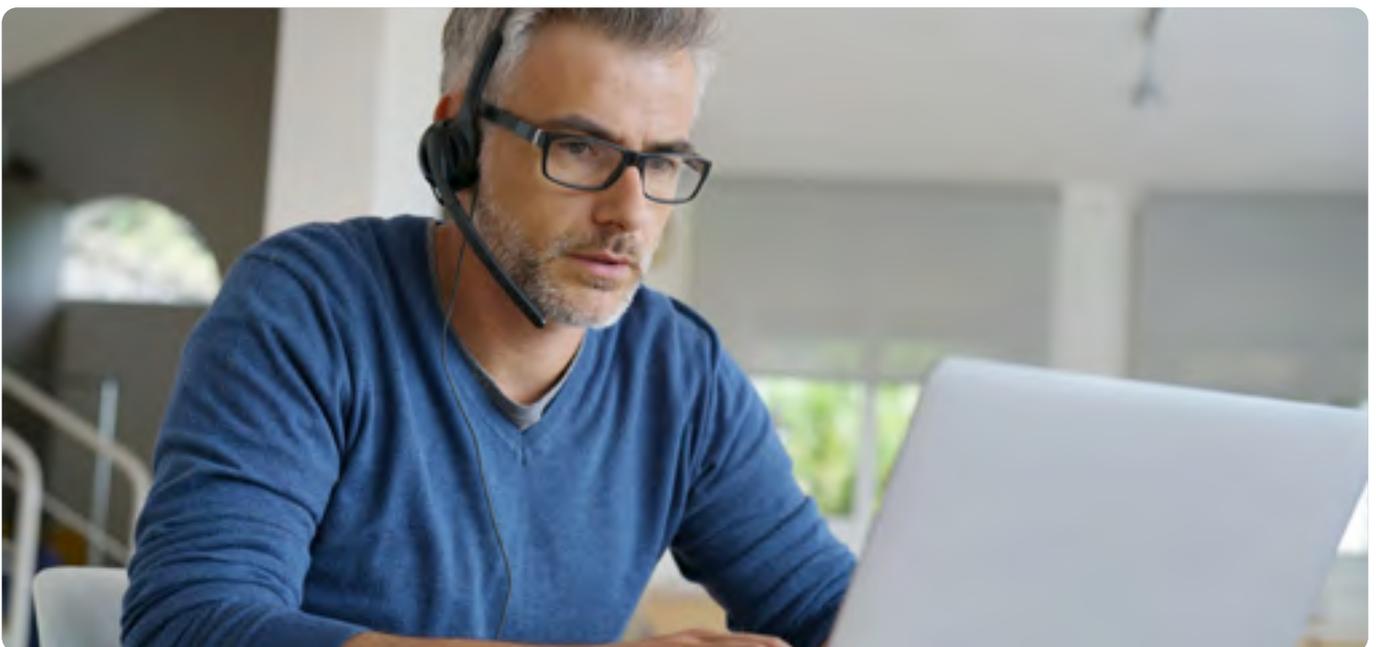
Independent Investigations Services

Let Safecall be your trusted third party to help you with investigations.

Given the background of Safecall, we are uniquely placed to help our clients when they are faced with a situation that can't be handled in house and requires an investigation.

Our investigators are all former police officers (often senior investigating officer level) with significant operational experience. Depending on the requirements we would allocate individuals with the appropriate skill set to match the specific nature of the investigation.

Terms of reference and investigative parameters are agreed with the client at the outset. Any investigation is overseen by the Director of Operations at Safecall, Tim Smith who is a former Chief Superintendent and Firearms Commander at Northumbria Police Force.

Put simply, we help clients navigate through the challenges they face when dealing with internal investigations in an open, transparent and efficient manner!

ISO37002

With the upcoming release of the ISO 37002 standard for Whistleblowing Management Systems, Safecall have taken an active role in developing the standard with the British Standard Institute, sharing best practice, experience and knowledge to help shape the new standard.

If you're looking to be at the forefront of Ethics and Compliance in 2021 contact us now to see how we can get you pre-prepared for ISO 37002.

Case Management Software

Safecall's case management system allows your organization to fully manage its whistleblowing function.

Even with Safecall as your external reporting provider probicer, you will reiceve reports of wrongdoing internally. These reports can be added and addressed alongside reports from Safecall. Your organization can ensure consistency of approach across all reports, regardless of channel. All reports can be risk assessed and classified by department, allegation type and how the reporter was made aware of the service. You can modify or enter your own classifications, departments and investigators as required.

Key Features:

- Handle all reports end-to-end within the platform

- Add a disclosure which has been made outside of the Safecall system

- Risk assess reports

- Data redaction controls

- Assign investigators to address reports

- Communicate with Whistleblowers even when they are anonymous

- Record outcomes of investigations and conclusions

- Keep evidence in one place

User Types

Report Recipients

A Report Recipient has oversight of all reports (excluding reports where they are implicated) and they can assign Investigators to a report.

Investigators

An Investigator is usually an individual who has been trained to investigate wrongdoing or unethical behaviour. They may be internal or external to your organisation. An Investigator will only have access to reports they are assigned.

Reports

Reports can be addressed by assigned Investigators or Report Recipients. The assigned Investigator can communicate directly with whoever has made the report, even when they are anonymous. This is a simple yet powerful way to seek clarification, gather evidence, or receive feedback. Upload documents and evidence you collect, this is presented alongside the report providing a central hub of information. Reports are concluded once they are complete with any outcome recorded. Organisations have a choice over how long personal data is stored before redaction on a case-by-case basis.

Appendix 1

Industry Sector	Description
Airports / Airlines	Airport services and facilities along with support services.
Banking & Finance	Including the Insurance, Asset Management, Pension Services, Investment Banking, Retail Banking and Investment Services.
Care / Support Services	Care Homes, External Carers, Supported Living, Children's Services, Special Needs Care and Fostering Services.
Construction	Hard Facilities Management, House Builders, Civil Engineering Contractors and Development.
Education	Schools, Education Providers and Training Providers.
Emergency Services	Police Forces, Fire Services and Ambulance Services.
Engineering	Technical Manufacturing, Engineering Services, Design Services and Development Services.
Facilities Management	Soft Facilities Management, Cleaning Services and Faculties Consultancy
Food Processing / Wholesale	Food Manufacturing, Farming, Animal Husbandry, Food Processing, Frozen Foods
Healthcare	NHS & Private Healthcare
Housing Associations	Local and national Housing Associations
Legal Services	Law Firms, Solicitors and other Legal Support Services
Leisure Industry	Hotels, Spas, Gyms, Gaming and Gambling Businesses
Local Government	Local Councils and other Local Government Organisations
Logistics	Postage Services, Road Haulage and Ocean Haulage (Not including Air Freight)
Manufacturing	Industrial Manufacturing Businesses and other Factory environments
Mining	Mineral Processing and Extraction
Non-Profit	Charity and NGO sector
Nuclear	Nuclear Power Generation, Security, Remediation and Decommissioning
Oil & Gas	Oil Extraction, Gas Extraction and Oil & Gas Products
Pharmaceuticals	Medical Equipment Manufacturing, Drug Manufacturing, Cosmetics and Pharmaceuticals Manufacturing and Sales

Industry Sector	Description
Private Equity	Investment and Portfolio Management Services
Professional Services	Other Professional Services
Retail	Retail Stores including Clothing, Furniture and Misc
Sport	Including Sport Bodies, Regulatory Bodies and Sports Clubs
Support Services	Other Support Services (Administration Services, other Facilities Services & Misc)
Technology	IT Technology Solutions, Software Providers and Research & Development
Utilities	Utilities providers including Water, Gas and Electric as well as Electricity Generation and Distribution Networks.

safecall

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