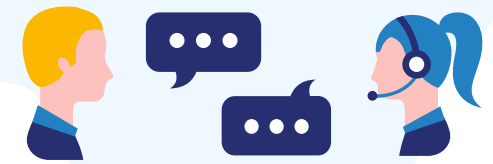
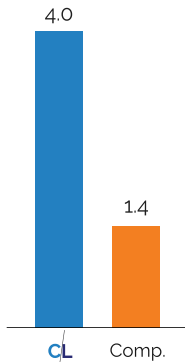


2020 Hotline Benchmark Cheat Sheet



Reports per Employee

The Benchmark



- ⚠ Negative Drivers**
- Fear of retaliation
 - No belief that Management cares
 - Lack of awareness
 - Painful intake process

- 🔧 The Fix**
- Drive culture of trust; reward those who speak up
 - Simplify intake
 - Close cases quickly and communicate

% Original Issues (vs. Follow-Ups)

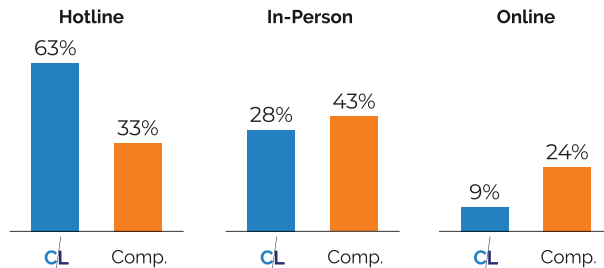
The Benchmark



- ⚠ Negative Drivers**
- More complex cases
 - Less info gathered initially
 - High case closure duration
 - Poor communication back to reporters (macro/micro)

- 🔧 The Fix**
- Adaptive interview (vs. rigid, efficiency-focused)
 - Communicate to reporter when possible (micro)
 - Respond with policy changes/training (macro)
 - Close cases faster

Reporting Channel

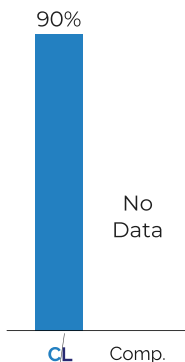


- ⚠ Negative Drivers**
- Low hotline % due to:
- Lack of trust in hotline
 - "Painful" intake process; lack of empathy

- 🔧 The Fix**
- Empathetic + adaptive interview approach
 - Make experience more pleasant
 - Drive awareness

Regular (vs. Severe)

The Benchmark

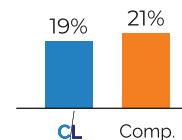


- ⚠ Negative Drivers**
- Purpose of line
 - Categorization/definitions
 - Systemic risks (culture, operations)

- 🔧 The Fix**
- Analyze directives and severity triggers
 - Confirm line purpose; consider specialty lines
 - Trace systemic risk and fix with operational changes/training

Business Quality % of Issues

The Benchmark

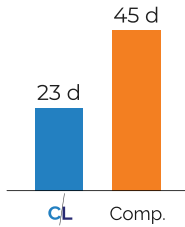


- ⚠ Negative Drivers**
- Low employee engagement
 - Lack Speak Up/ownership culture

- 🔧 The Fix**
- Employee round tables; "Fair Process"
 - Consider specialty lines (e.g., Ideation Line)
 - Reinforce Speak Up culture

Issue Days Open

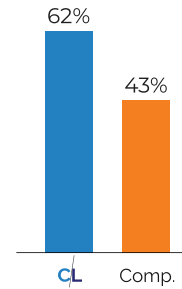
The Benchmark



- ⚠ Negative Drivers**
 - Poor intake information gathering
 - Lack of urgency in investigation ops
 - Case overload, staff overwork
- 🔧 The Fix**
 - Utilize technology to leverage process
 - Drive more oversight; special initiative
 - Outsource investigations

Substantiated Case %

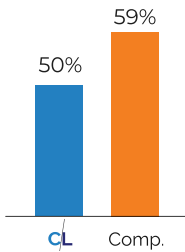
The Benchmark



- ⚠ Negative Drivers**
 - Lack of understanding of hotline purpose
 - Lack of trust in reporting process
- 🔧 The Fix**
 - Educate workforce on purpose; awareness campaign
 - Improve intake process; info

Anonymity %

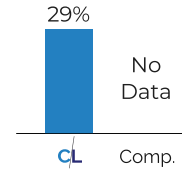
The Benchmark



- ⚠ Negative Drivers**
 - Fear of retaliation
 - Lack of Speak Up/ownership culture
- 🔧 The Fix**
 - Drive culture of trust; reward those who speak up
 - Educate workforce on purpose; awareness campaign

Reporter Awareness: Internet

The Benchmark



- ⚠ Negative Drivers**
 - Awareness
 - Lack of ample "Internet" marketing
 - Lack of information available
- 🔧 The Fix**
 - Ethics & Compliance portal
 - Drive awareness (smart campaigns) and word of mouth

Reporter Type: Employee %

The Benchmark



- ⚠ Negative Drivers**
 - Lack of awareness in target audience
- 🔧 The Fix**
 - Awareness campaigns

