



Whistleblowing Benchmark Report 2022





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Introduction

Companies and organisations, along with their employees, faced another challenging year throughout 2021, with the introduction of 'hybrid' working patterns, the continuation of the pandemic in many countries and uncertainty about the future including Brexit in Europe.

The reaction to rapidly emerging threats and frequent changes in rules and guidance continued to create a great deal of uncertainty in the workplace, fueling higher reporting rates than ever for Safecall.

In 2020 we saw the impact of COVID-19 on workforces through the reports we received. Concerns relating to General Safety for example were up by 118% year on year, whilst reports of Corruption were down by 28% and reports of Substance Abuse were also down by 29%.

The trends seen in 2021 appear to have reverted to a more normal situation. For instance, the percentage of Dishonest Behaviour reports received overall, and a large increase in the percentage of General reports, means we're now seeing levels very similar to those in 2018 and 2019.

However, the continuing pandemic meant that the number of Health & Safety reports remained higher than in past years and Human Resource reports continue to increase. 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 concerns. 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.

How we calculate our benchmarks

The benchmarks are calculated using our entire client base, no organisations 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 organisations' current number of employees.

All the metrics provided are useful comparisons but there are many factors that contribute other than solely the size of business or number of employees.

Examples 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 organisation 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 and this report is simply a guide to help you!



Overview of the data

In 2021 our client base grew to more than 750 active clients covering over 2,500,000 employees, and we received thousands of concerns from over 108 countries.

We take data protection very seriously. As such all the data used in this report is anonymised and aggregated. All data displayed has a minimum sample size of 20 records.

Safecall isn't focused on 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 organisation and people involved.

And whether a concern is submitted via the web or telephone, it is handled by a specialist operator with extensive experience in investigations, interviews and evidence gathering.

The countries we cover

During 2021 Safecall received reports from 108 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, particularly as we have recently announced the introduction of our new Systran translation service for online web reports. This allows us to deliver high quality machine translation in record time to our clients.

Whilst there have been large increases in the number of clients serviced, most reports originate from Europe with the bulk of our clients headquartered in the UK and Western Europe.

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

The reports we receive from our industry sectors

2021 saw a reduction in the number of reports we receive from industry sectors. That is, with the exception of the Non-Profit sector where we continued to see an increase in the number of reports received.

This is likely to be related to the continued uncertainty in many of the countries these organisations operate in – with third and fourth waves of COVID taking hold in many.

Airports / Airlines	-2%	Logistics	0%
Banking and Finance	-1%	Manufacturing	-2%
Care / Support	-1%	Mining	-1%
Construction	2%	Non-Profit	10%
Education	0%	Nuclear	0%
Emergency Services	-2%	Oil & Gas	-1%
Engineering	-1%	Pharmaceuticals	0%
Facilities Management	-1%	Private Equity	0%
Food Processing / Wholesale	-1%	Professional Services	0%
Healthcare	1%	Retail	0%
Housing Association	0%	Sport	1%
Legal Services	0%	Support Services	0%
Leisure Industry	1%	Technology	0%
Local Government	-1%	Utilities	-2%

With an increased awareness surrounding whistleblowing and confidential reporting, led by the EU Whistleblowing Directive, 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 can speak with a professional call handler who has real experience of how to put someone at their ease and elicit comprehensive and actionable information. This makes any investigation you perform on the back of a Safecall report much easier.

Safecall also offer an online reporting tool which can be work in conjunction with a bespoke landing page.

Safecall has one of the easiest methods of accessing confidential reporting services wherever you are located. We do not require difficult to remember codes or dedicated links to make a report.

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

Method	Percentage change 2020 to 2021
Web	+2%
Telephone	-6%
Email	+5%

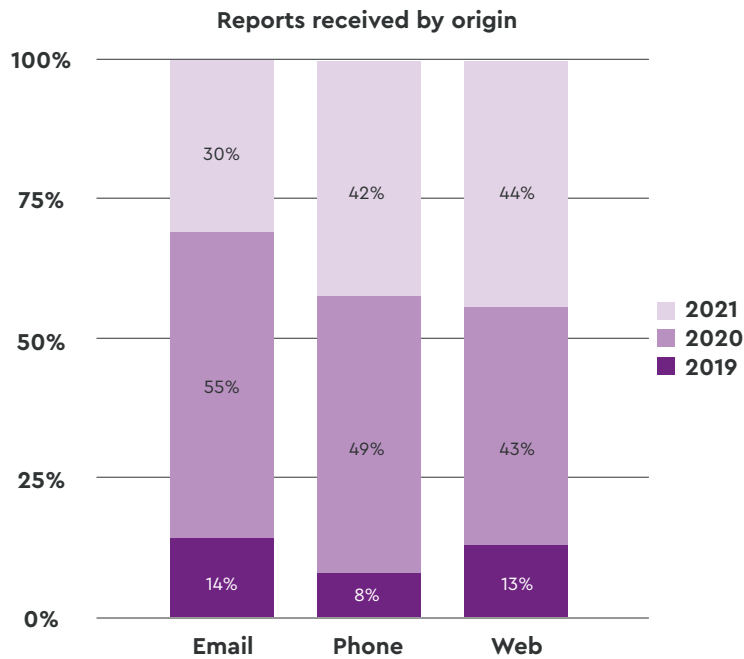
An increase in the number of email reports is due to the continued support Safecall give to many global charities.

Whilst Safecall continues to encourage the decommissioning of email addresses in line with the UK/EU GDPR, volunteers and those working in volatile areas require simple and safe methods to send reports.

In 2021 web and telephone reporting remained consistent with a small increase in the proportion of web reports taken. We continue to see very healthy uptake of our telephone services with the greatest number of substantiated reports coming from this intake method.

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 fewer telephone calls that result in report generation. This means that our statistics in 2018 and 2019 may not be directly comparable with the above.

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



Average number of reports per employee

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 (i.e., 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	1/400

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.

With the introduction of EU whistleblowing directive there might be a standardisation of what a confidential reporting service 'looks like' and with it a standardisation of reporting.

If you're interested in finding out more about the EU whistleblowing directive get in touch using the contact details at the end of this report.

The numbers reported in 2021 were significantly higher at 1/512, however we expect this will again return to a more "normal" rate following a drop off in the number of COVID and Health and Safety related reports in 2022 – 23.

Average number of reports per employee (Industry Sectors)

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

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

All these figures are highly dependent upon the current understanding of a clients' employee numbers. If these employee numbers differ to those we currently hold, this will cause a large degree of variability. We recommend that these are used for indicative purposes only.

We see the highest number of reports per employee for 2021 in the Emergency Services sector. 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 2021 predominantly related to Health & Safety, Policy and Reputation. This is at a time when Safecall are receiving some of the highest report volumes we have ever had.

Whilst in 2020 many of the employees involved in Retail, Airlines & Airports and Leisure were furloughed we have had very large increases in the number of reports received as these returned to work and had to deal with increasingly complicated H&S and COVID requirements.

We have also seen very high reporting volumes in the Logistics, Support Services and Technology sectors, all of which have been in demand during 2021.

There has also been a continued decrease in the number of reports received from our Oil & Gas customers, who have continued to wind-down operations throughout 2021 due to volatility in the market. We expect these to reverse in 2022 as the world returns to a more "normal" rhythm.

Industry Sector	Average Number of Reports per Employee (2020)	Average Number of Reports per Employee (2021)
Airports / Airlines	1/700	1/450
Banking and Finance	1/750	1/600
Care / Support Living	1/380	1/250
Construction	1/330	1/300
Education	1/1000	1/860
Emergency Services	1/130	1/120
Engineering	1/533	1/500
Facilities Management	1/604	1/400
Food Processing / Wholesale	1/589	1/500
Healthcare	N/A	1/300
Housing Associations	1/350	1/300
Legal Services	1/1000	1/500
Leisure Industry	1/670	1/300
Local Government	1/500	1/400
Logistics	1/1000	1/400
Manufacturing	1/700	1/500
Mining	1/300	1/300
Non-Profit	1/330	1/300
Nuclear	1/800	1/500
Oil & Gas	1/400	1/600
Pharmaceuticals	1/200	1/200
Private Equity	1/850	1/800
Professional Services	1/550	1/450
Retail	1/420	1/400
Sport	1/400	1/900
Support Services	1/1000	1/450
Technology	1/1000	1/900
Utilities	1/380	1/400

It should be noted that none of the above 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 organisation.

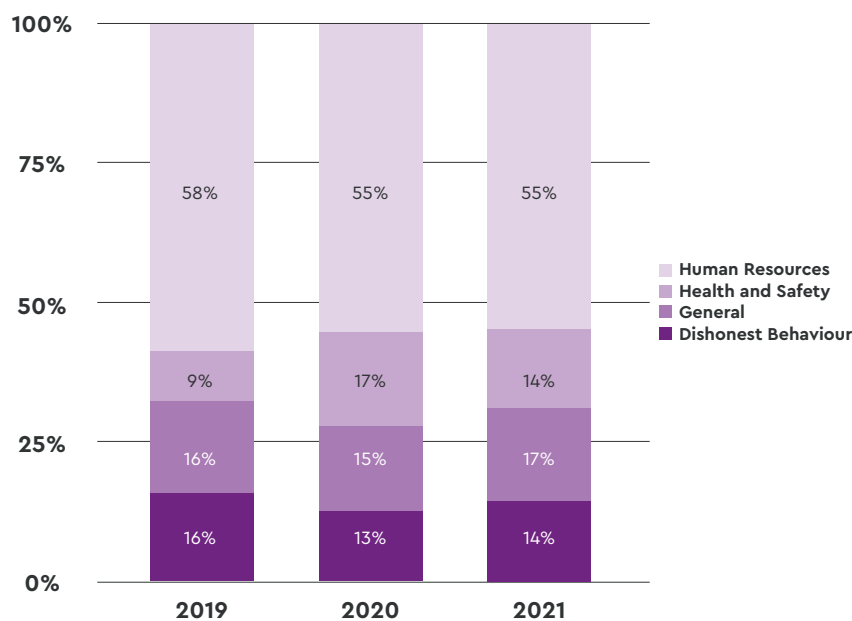
Reporting rates vary year on year for every organisation. The company culture, the current change agenda and growth strategy all contribute to the number of concerns raised by employees creating variations. Those companies that regularly advertise, refresh and talk about their Speak Up services receive 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, contact us and we can discuss options around employee engagement, training or culture.

Classifications of the reports we receive

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

The number of Health & Safety reports received has decreased as COVID rules become normalised and more widely accepted. This has been replaced by an increase in the number of General reports, predominantly related to company policy and procedure again thought to be on the back of changes in regulation for companies. 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 a 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 2021 related to HR.



Classification	2019	2020	2021
Dishonest Behaviour	16%	13%	14%
General	16%	15%	17%
Health & Safety	9%	17%	14%
Human Resources	58%	55%	55%

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.

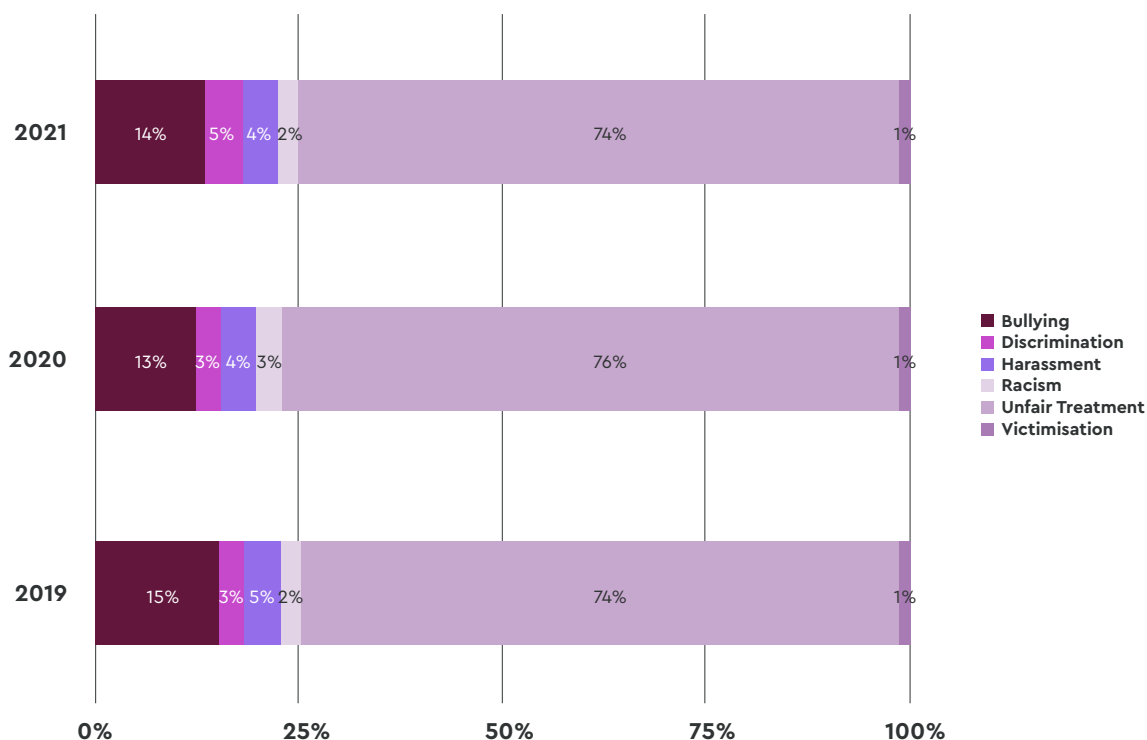
During the COVID-19 pandemic there have been large changes in some sub-categories.

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

Below is the summary of the share of each sub-classification for 2019, 2020 and 2021 with associated changes.



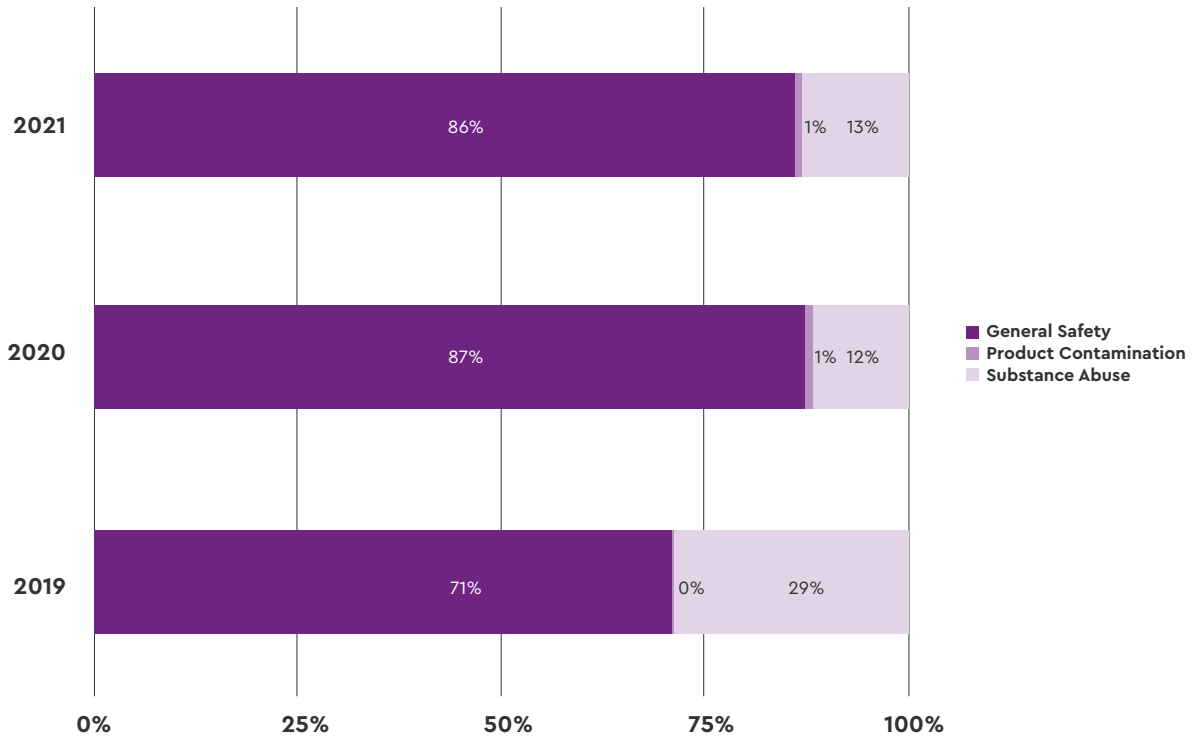
Human Resources



Sub-Class	2019	2020	2021
Bullying	16%	13%	14%
Discrimination	3%	3%	5%
Harassment	4%	4%	4%
Racism	2%	3%	2%
Unfair Treatment	74%	76%	74%
Victimisation	1%	1%	1%

In HR there has been little change in the share of sub classifications of reports received mainly due to the very large proportion of reports classified as Unfair Treatment that dominates the sub-classification. There have been slight increases in the number of Bullying and Discrimination reports received and a slight decrease in the number of Racism reports received.

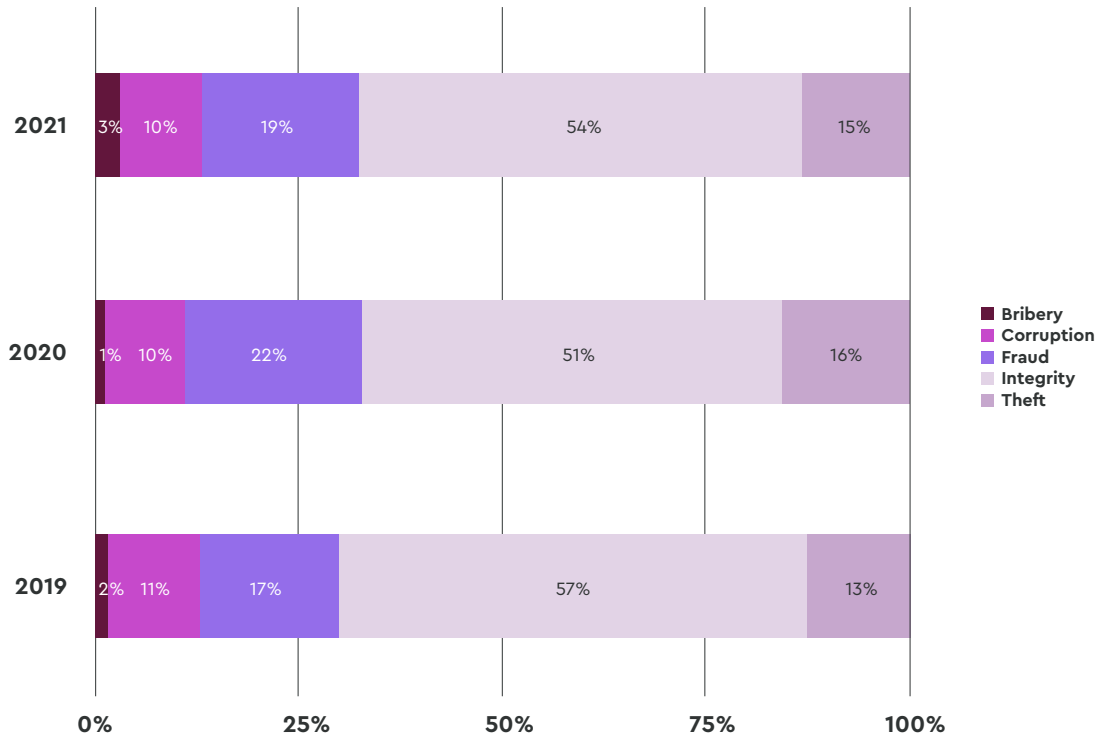
Health & Safety



Sub-Class	2019	2020	2021
General Safety	70%	88%	87%
Substance Abuse	30%	12%	13%
Product Contamination	0%	0%	0%

The number of General Safety reports remains higher than pre-COVID levels albeit slightly lower than in 2020. Substance Abuse continues to be an issue for Safecall clients, particularly within the Construction sector.

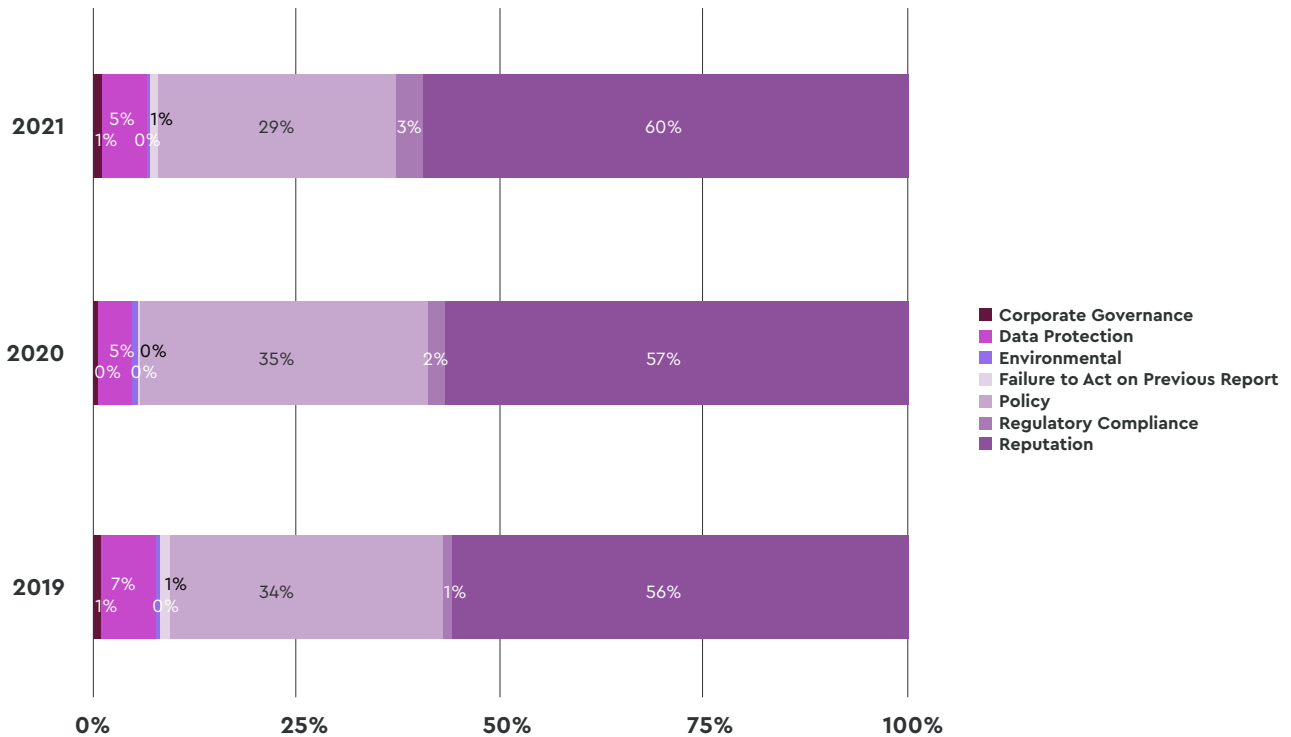
Dishonest Behaviour



Sub-Class	2019	2020	2022
Bribery	2%	2%	3%
Corruption	11%	9%	10%
Fraud	17%	21%	19%
Integrity	57%	50%	54%
Theft	13%	18%	15%

Dishonest Behaviour reports have remained fairly consistent with 2020 albeit with a decrease in the number of Integrity and Fraud issues raised through Safecall.

General



Sub-Class	2019	2020	2021
Corporate Governance	1%	<1%	1%
Data Protection	7%	5%	5%
Environmental	<1%	<1%	<1%
Failure to Act on Previous Report	1%	<1%	1%
Policy	34%	36%	29%
Regulatory Compliance	1%	2%	3%
Reputation	56%	57%	60%

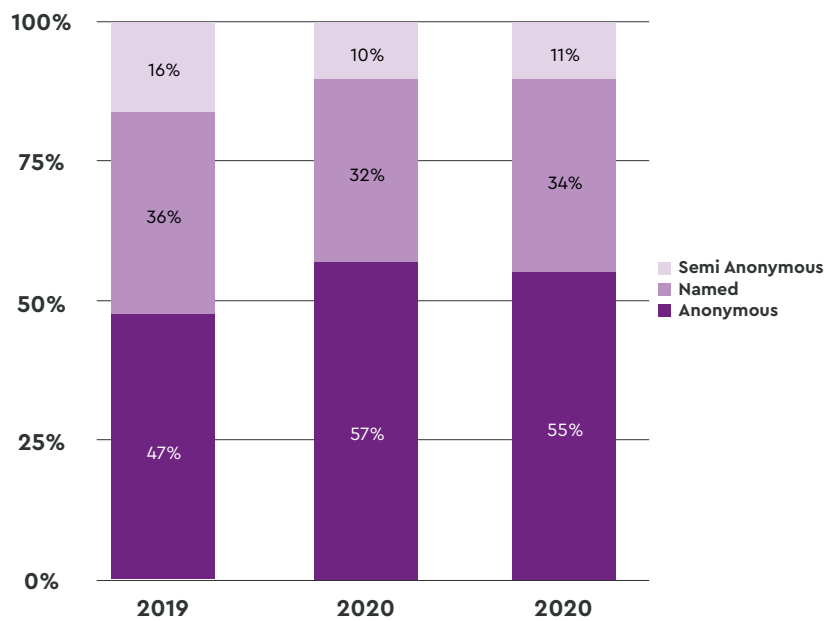
Within the General classification we continue to see an emphasis on Reputational reports and Policy / Compliance. Most likely due to the impact of COVID restrictions and certain employees either obeying or disobeying the policy and governance in place from their organisations.

Safecall continues to support risk and compliance teams as well as strong governance within all industry sectors.

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 anonymised. The reporter is comfortable revealing their identity to Safecall but does not wish these to be passed to the client organisation. With a named reporter a combination of contact details will be available and provided by Safecall.



Status	2019	2020	2021
Anonymous	47%	57%	55%
Semi-Anonymous	16%	10%	34%
Named	36%	32%	11%

In 2021 we have seen a slight return in the number of semi-anonymous and named reports received and small decrease in anonymous reports. As the economic situation returns to a more stable position the feeling of job insecurity and fear of dismissal begins to subside. This has likely resulted in more employees feeling more comfortable raising concerns named and semi-anonymous. We continue to receive reports about close colleagues which always drives a need to remain anonymous for fear of reprisal.

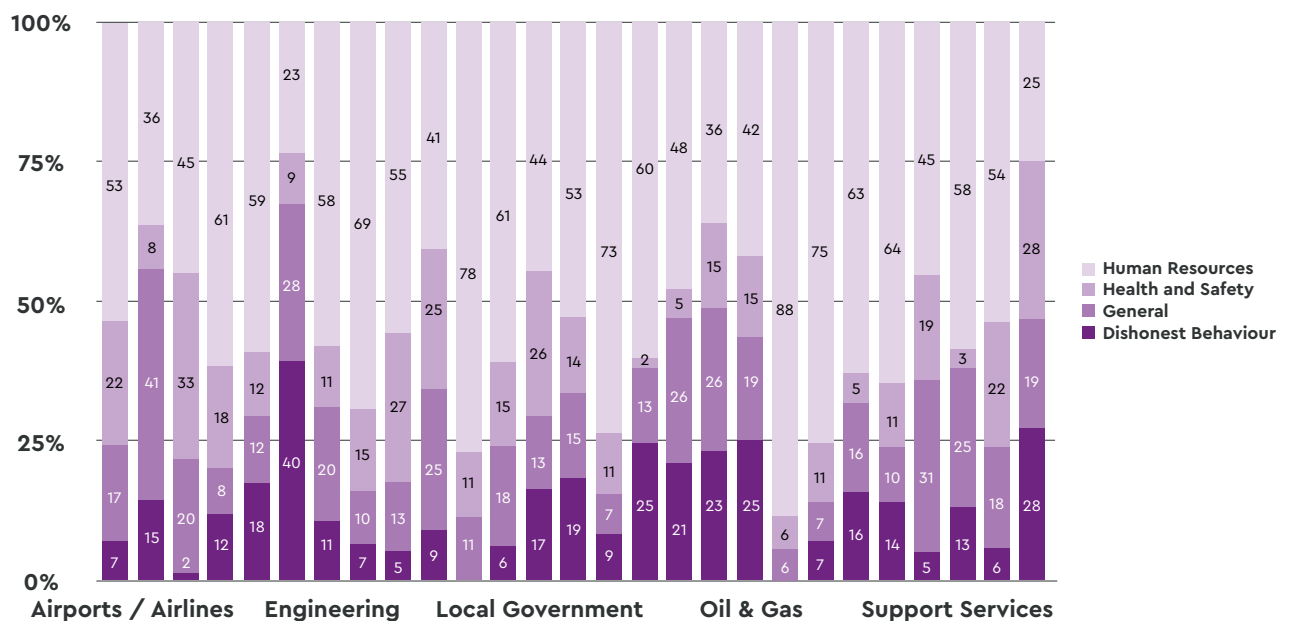
Breakdown by industry

Below is a combination of different measures broken down by industry sector. These include: classification, report origin, and report substantiation.

For 2019, classifications were summarised and report origins for different industry sectors. This has been replicated for 2020 to give insight into the types of reports organisations are likely to receive and how employees are likely to contact Safecall.

It is worthwhile highlighting that each business is different and if an organisation is not seeing the same, it isn't unusual. There are many reasons why an organisation may be seeing variations such as company culture, geographic culture, age diversity or even local infrastructure issues.

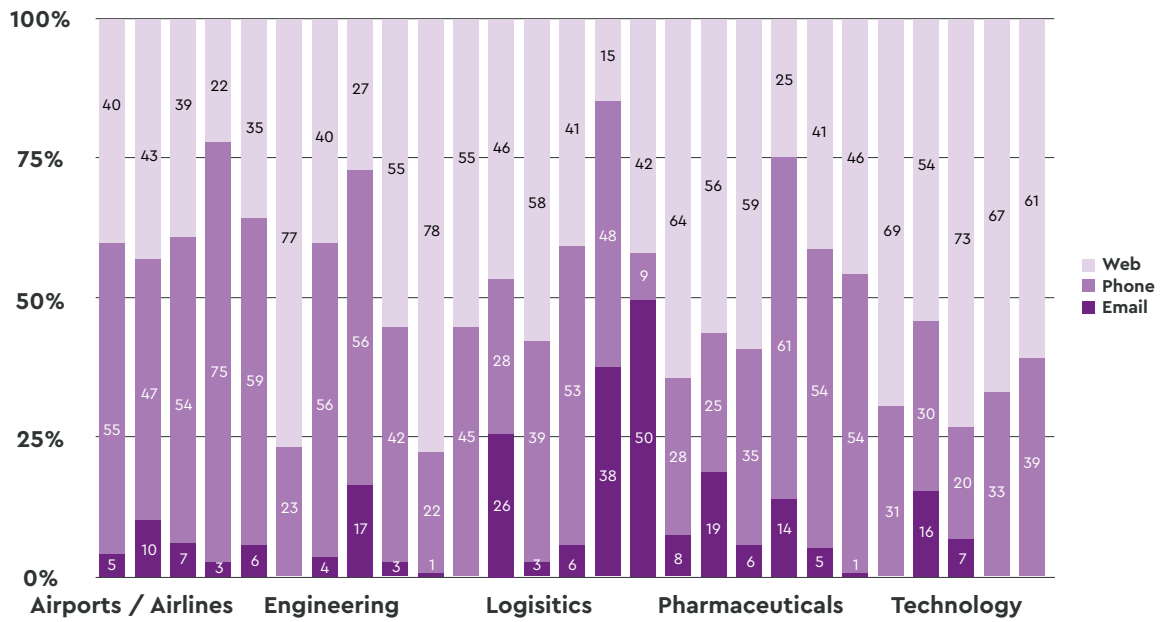
CLASSIFICATIONS BY INDUSTRY SECTOR



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 also 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.

Report origins by industry sector



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

The majority of contacts in 2021 were received via the phone and web intake.

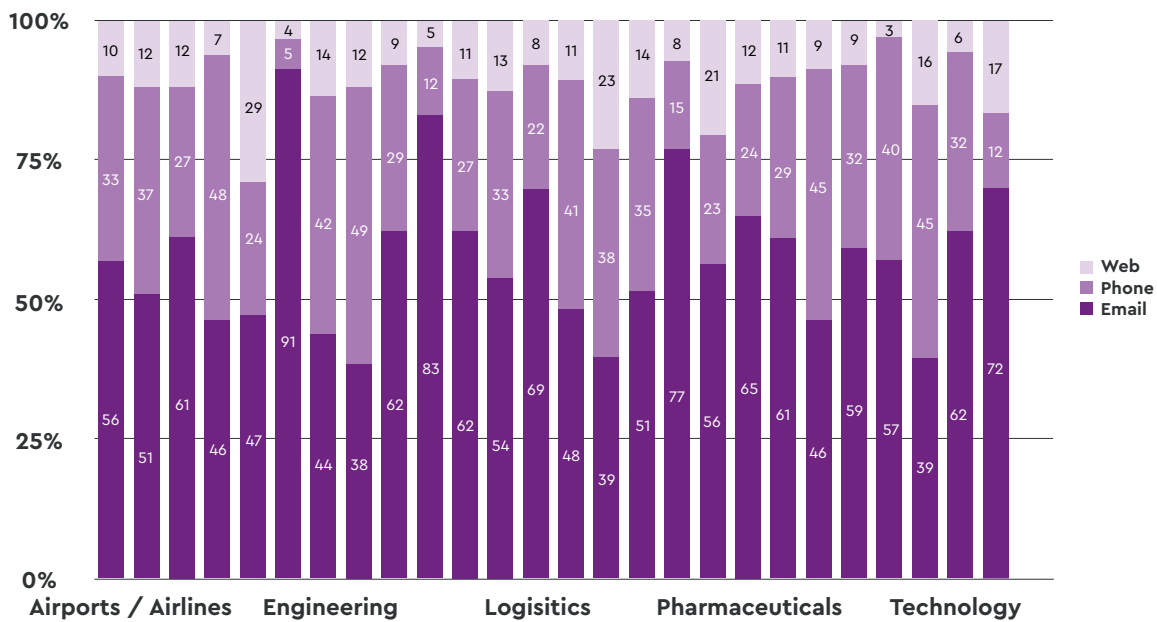
Both methods strive to convey accurate and comprehensive information to the client. The data trends towards more web reporting as younger generations become more comfortable with using the internet in favour of having a live conversation.

Those sectors that see high anonymity rates tend towards receiving high numbers of web reports where our experienced handlers do not have the ability to converse directly with the reporter.

Report anonymity by Industry

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

The anonymity status chosen varies between industry sector but remains fairly consistent throughout the Safecall client base.

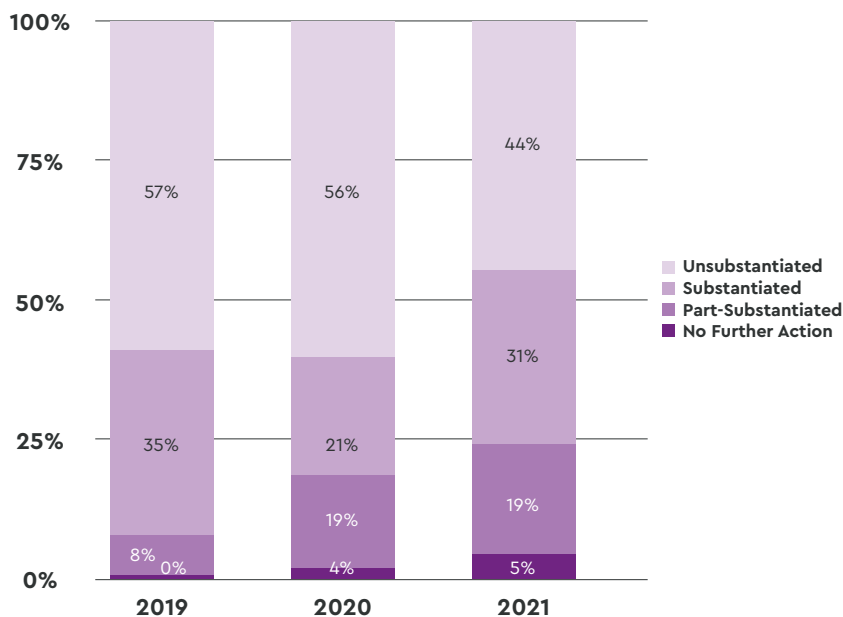


Report Closure

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 substantiated or unsubstantiated in 2019, with an addition in late 2019 of both partially substantiated and no further action. We have seen a steady increase in the number substantiated cases throughout 2021 with more clients having the ability to investigate on-site and in person. We have also seen a big uptake in the number of clients joining our online investigations training modules which will help an investigator prepare and carry out an investigation from a Safecall report.

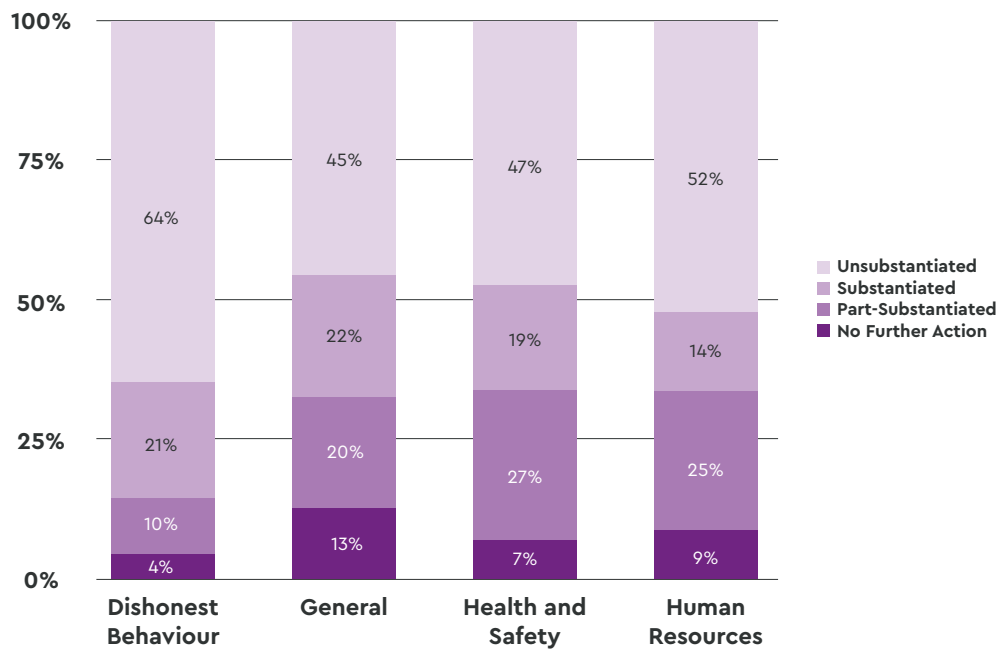
Closure	2019	2020	2021
Unsubstantiated	57%	56%	44%
Substantiated	35%	21%	31%
Partially Substantiated	8%	19%	19%
No Further Action	<1%	4%	5%



Below is also the substantiation rates per Safecall classification.

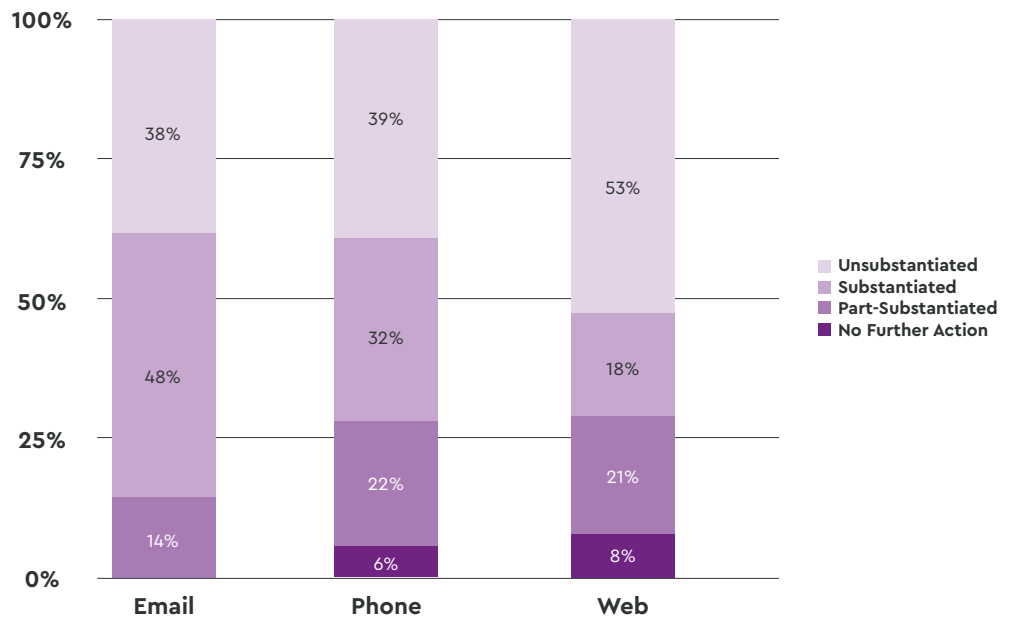
There are a large number of unsubstantiated reports for each classification, as is to be expected based on the above overall data. It should be noted that this does not record the outcomes related to other allegations or further concerns raised during an investigation but only to the initial allegation 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. This often results in lower substantiation rates whilst issues related to HR are often much easier to investigate and prove.



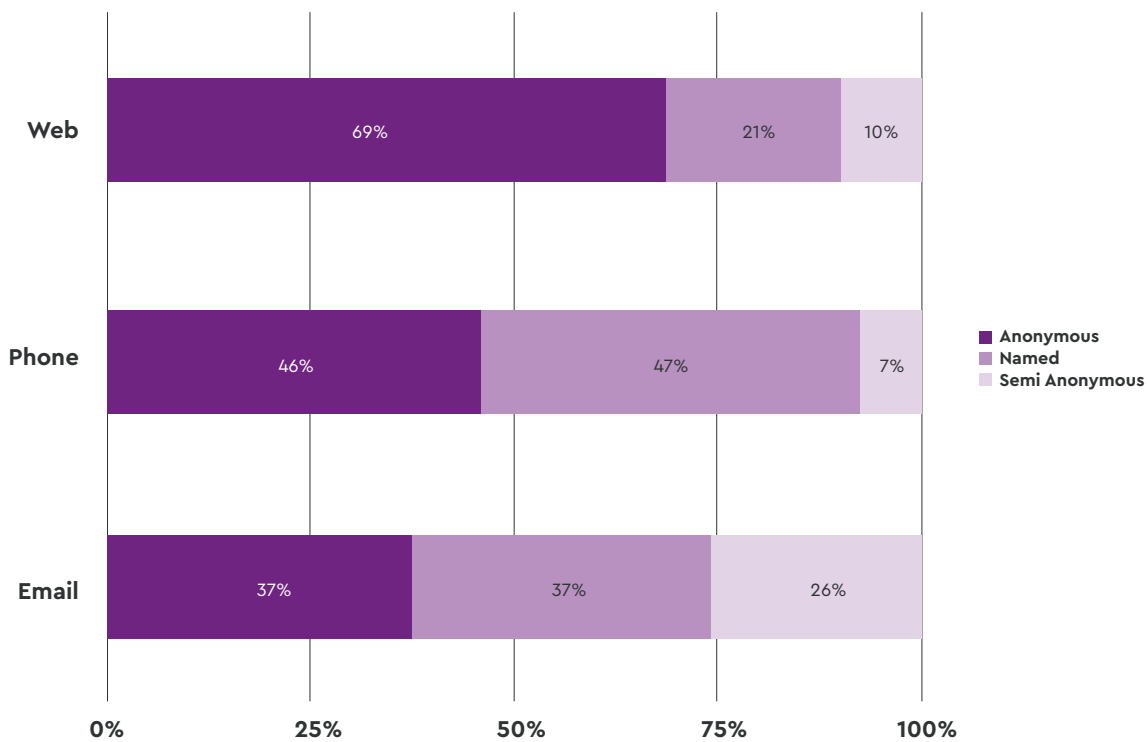
We've also looked at the substantiation rates of the different intake methods that we provide.

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.



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.



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.

Likewise email reporting requires a reporter to raise their concern using a specific email address and as such most are classified as semi-anonymous.

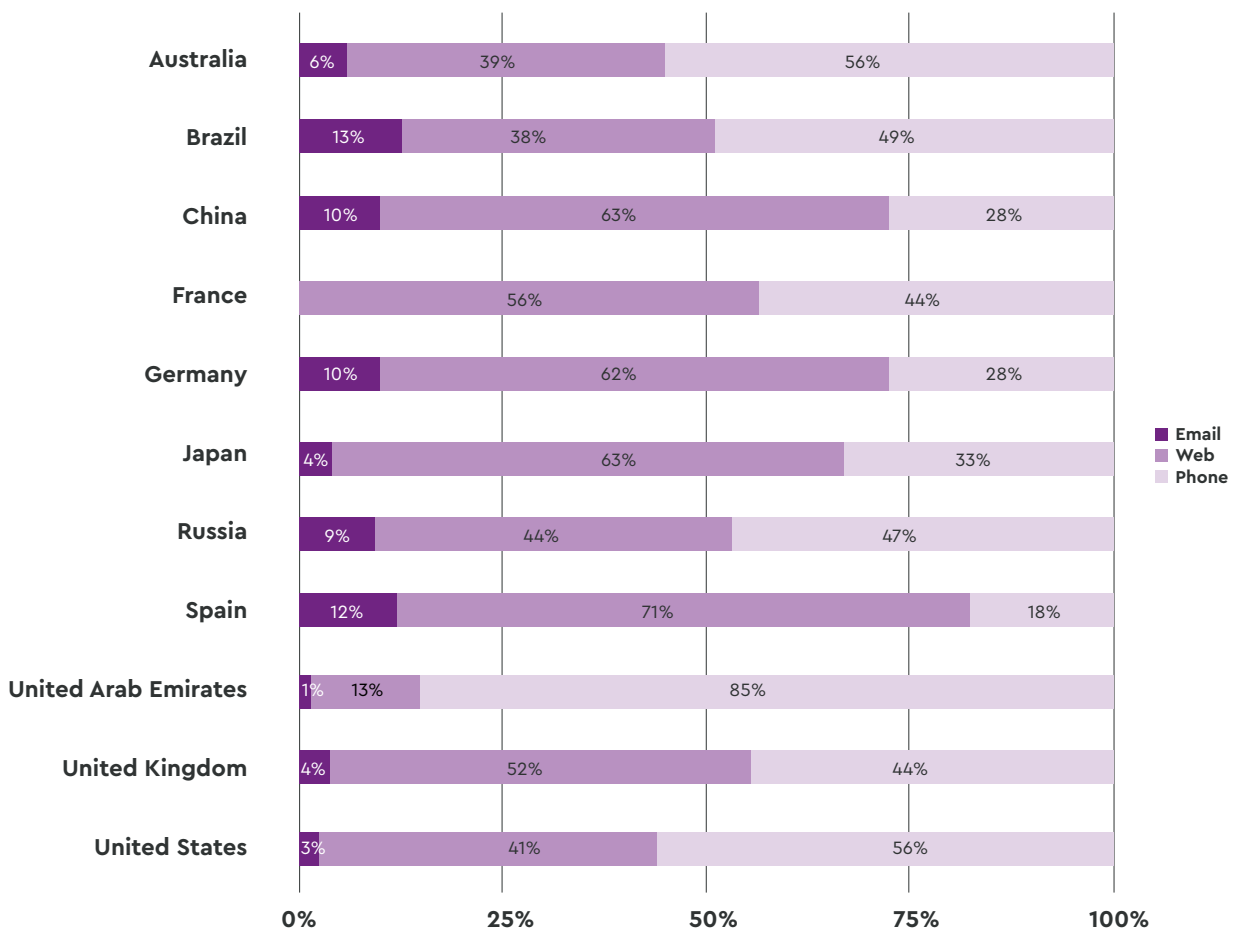
We will always protect any reporter who wishes to remain anonymous and as such will always default to not sharing their information if they give no specific instruction. Safecall will always help to build confidence in your confidential reporting systems.



Reports by Country

REPORTING CHANNEL PREFERENCE BY COUNTRY

For our top 11 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 give a broad overview of the reporting channel preferences for workforces in these countries.

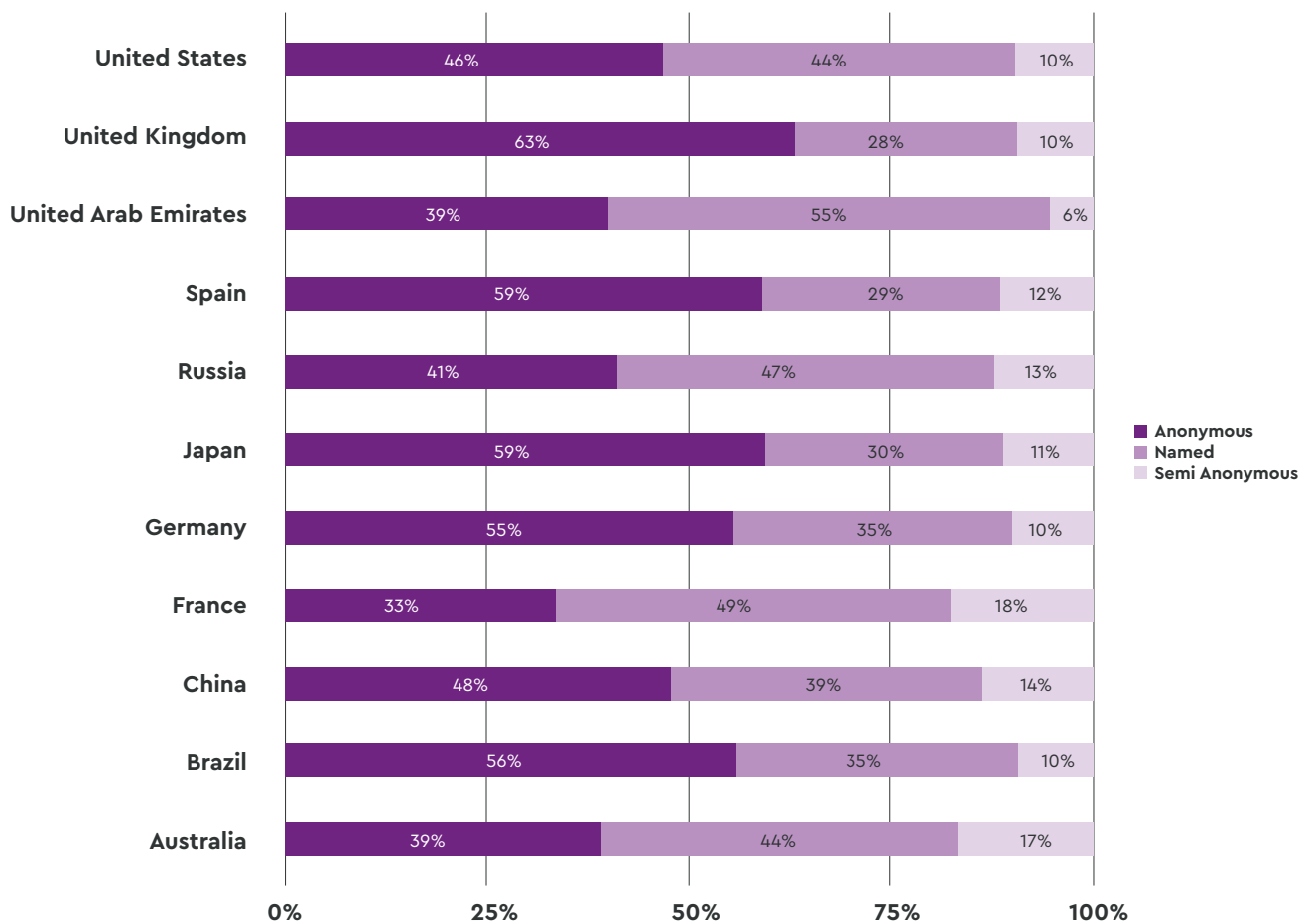


There are clear preferences for telephone reporting channels in the UK, US and UAE with greater preference for web reporting in France and Germany.

There are clear preferences for 'digital' methods including both web and email in Spain and China 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 11 top reporting countries.



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 USA which feel far more comfortable opting to be named in the first instance.

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 programme.

ONLINE TRAINING

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

The Covid-19 pandemic resulted in the creation of a successful 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

Who is the course for:

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

Who is the course for:

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
- Use 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 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). This 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.

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

Case Management Software

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

Even with Safecall as your external reporting provider, you will receive reports of wrongdoing internally. These reports can be added and addressed alongside reports from Safecall. Your organisation 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, 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 Facilities 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
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.





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