

The logo for the Ethics & Compliance Initiative features three white, curved lines that sweep across the top and right sides of the text, creating a partial circular frame.

**ETHICS &  
COMPLIANCE  
INITIATIVE**

Hearing of the  
Judicial Proceedings Panel  
on Military Sexual Assault

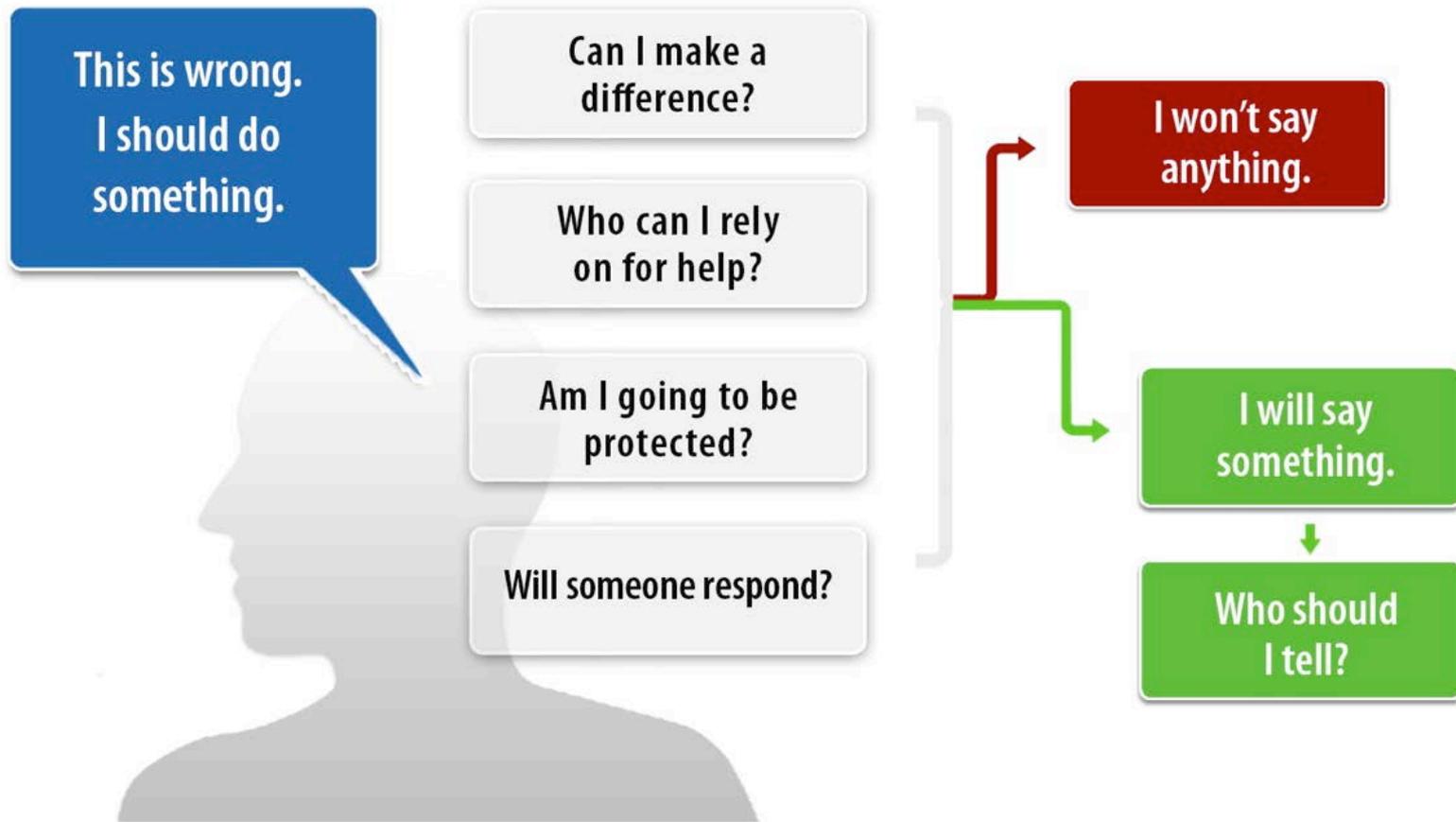
Patricia J. Harned, Ph.D.  
*Chief Executive Officer*

April 10, 2015

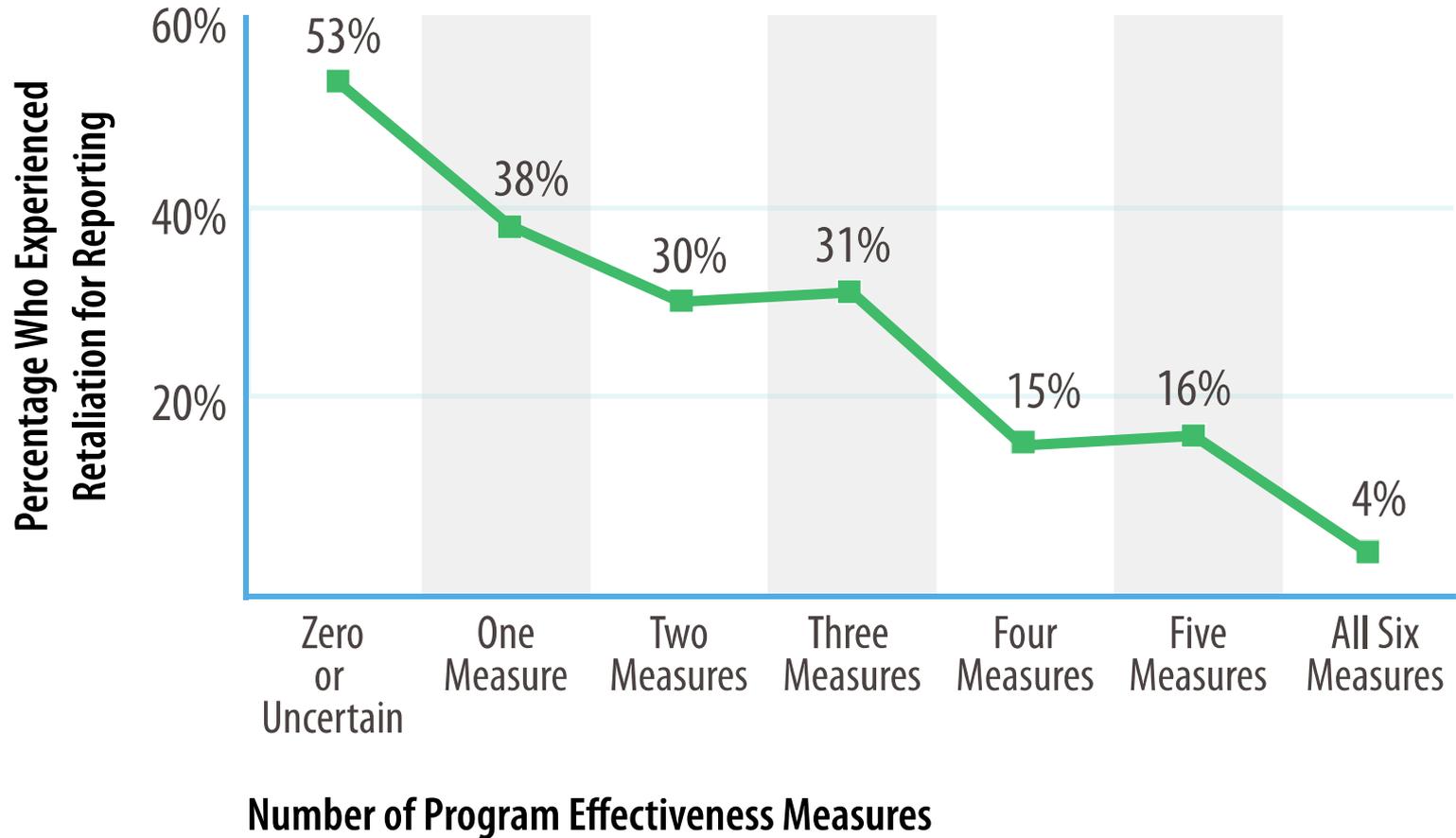
# RETALIATION IN THE PRIVATE SECTOR

RETALIATION AGAINST REPORTERS	2013
<b>EXPERIENCED RETALIATION (OVERALL)</b>	<b>21%</b>
Supervisor intentionally ignored or began treating differently	69%
Other employees intentionally ignored or began treating differently	59%
Not given promotions or raises	47%
Hours or pay were cut	29%
Relocated or reassigned	28%
Demoted	21%
Experienced physical harm to person or property	16%
Experienced online harassment	15%

# INSIDE THE MIND OF A WHISTLEBLOWER



# EFFECTIVE PROGRAMS REDUCE RETALIATION



# THE DIFFERENCE LEADERSHIP MAKES

---

**ERAs**  
ethics-related  
actions

- Can be trusted
- Sets a good example
- Provides satisfactory information
- Is held accountable
- Holds others accountable

## WHEN LEADERS AND MANAGERS SHOW ERAs...

38%

More employees report when  
SENIOR LEADERS demonstrate ERAs

53%

Fewer employees experience  
retaliation when SENIOR  
LEADERS demonstrate ERAs

Data from the 2013 NBES®



Ethics **Research** Center

Ethics & Compliance  
**Association**

Ethics & Compliance  
**Certification** Institute

For Additional Information

[pat@ethics.org](mailto:pat@ethics.org)

[www.ethics.org](http://www.ethics.org)