

Employee Risk by the *Numbers*

Workplace issues don’t become lawsuits overnight.

They start small: An employee complaint, a conduct issue or an unresolved conflict. Without a best practice-embedded framework built on decades of employee relations expertise, these issues escalate — building into financial, legal, operational and reputational risk.



When Employee Relations Issues Escalate, So Do Their *costs*.



The cost of defending a case through trial.¹

Discrimination and Harassment Litigation Has *impacted* Nearly Every Corporation.



of Fortune 500 companies have paid a settlement in at least one discrimination or sexual harassment lawsuit since 2000.²



1 in 5

organizations will face an employment lawsuit this year.³

Employee Relations Case Volume is *Surging*. Regulators Are Taking Note.

15.5
claims per 1,000 employees

Discrimination, harassment and retaliation allegations reached the highest rate in Benchmark Study history, up from 14.7 per 1,000 in 2024.⁴

145.5
cases per 1,000 employees

Overall employee relations case volume, approaching the decade high set in 2022.⁴

26,635

federal employment lawsuits were filed in 2025, a record high, up 10% from 2024.⁵

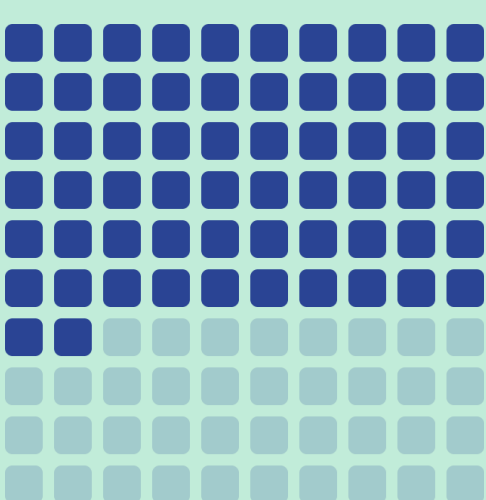


+10%

Case Counts Don’t Tell the *Full Story*.

Tracking cases isn’t enough.

Without visibility into issue type and substantiation rates, risk signals remain hidden until they escalate.



62%

of organizations do not track the number of issues per case. **3 in 5 organizations** are unaware of the complexity hidden within their case data.⁴



Just 1 in 3

teams track substantiation rates by issue type. Without this granularity, teams can’t surface patterns in discrimination, harassment and retaliation, or defend themselves when cases escalate to regulatory agencies.⁴

In an unforgiving regulatory environment, employee risk can have far-reaching consequences. The difference is whether you can see that risk early enough to act. Use our [employee risk calculator](#) to see how much your current employee relations systems and processes could be costing you.

¹Novian & Novian, LLP; July 2026, “The Average Cost to Defend an Employment Lawsuit”

²Good Jobs First; January 2019, “Big Business Bias”

³MarketBiz; February 2026, “HR Compliance and Legal Issues Statistics and Facts”

⁴HR Acuity; June 2026, “Tenth Annual Employee Relations Benchmark Study”

⁵Lex Machina; 2026 Employment Litigation Data, via Hoyer Law Group