Osterman Research

WHITE PAPER

White Paper by Osterman Research
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The (Higher) Business Cost of Phishing

Executive summary

In October 2022, we published research showing that organizations spent 27.5 minutes and $31.32 dealing with every incoming phishing email, and that phishing consumed one third of security teams' available time. We successfully put a price on the problem of phishing but didn't see what was about to happen.

ChatGPT launched four weeks later.

What followed was the rapid adoption of a transformational technology across all segments of business and industry. Within months, attackers had weaponized AI to supercharge phishing, while defenders had embraced AI to counteract new and existing types of phishing attacks. Everyone got faster. Everyone got smarter—even the bad guys.

Three years later, we returned to measure the outcome of this AI arms race. Here's what we found: Organizations now remediate phishing 16% faster per incident and spend 9% more of their annual hours doing it.

Security teams got more efficient at fighting phishing, but attackers got even more efficient at creating phishing attacks. Who ultimately wins remains to be seen.

Organizations remediate phishing 16% faster per incident and spend 9% more of their annual hours doing it.

KEY TAKEAWAYS

The key takeaways from this research are:

- **Phishing has become a greater threat to more organizations**
  Phishing is a larger priority to more organizations in 2025 compared to our previous research in 2022. On average, half of organizations rank phishing as a "high threat" or "extreme threat," compared to one third in 2022.
- **AI-enabled phishing is worsening the threat environment**
  Attackers are leveraging AI to gain significant advantage over defenders, resulting in more phishing attacks at a faster cadence that evade defenses.
- **Defenses catch obvious phishing threats—not the new sophisticated ones**
  New sophisticated phishing threats exploit trust and manipulate legitimacy to slip through defenses and catch employees unaware, including internal phishing from compromised colleagues, post-delivery weaponization of malicious links, and generative AI to create emails that impersonate the CEO.
- **Organizations got faster at fighting phishing. It hasn't helped enough yet**
  AI-powered defenses have reduced the phishing burden per incident, but thanks to AI making it easier for attackers to automate and scale phishing attacks, incident volume grew at a faster (and in some cases, exponential) rate.
- **Deepfake attacks are immediately disruptive for 62.5% of organizations**
  Most organizations are not ready to protect against the use of AI-enabled voice and video deepfake technologies by threat actors, nor employees to differentiate between an actual voicemail from their CEO and a deepfake one.

ABOUT THIS WHITE PAPER

IRONSCALES commissioned this white paper. Information about IRONSCALES is provided at the end of the paper.

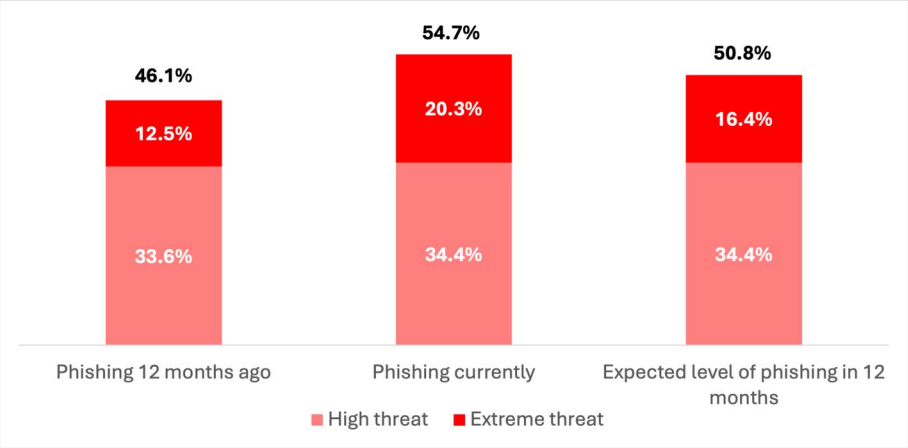
The rising threat of phishing

Phishing has become a greater threat to organizations since we published the first edition of this report in 2022. In this section, we lay out the evidence.

THE WORLD HAS CHANGED: PHISHING IS MORE THREATENING

Phishing is a high or extreme threat for one half of the organizations in this research. Over the three time periods we asked about—past, present, and future—a consistent one third of respondents said the threat level is "high." What changes year over year, as you can see in Figure 1, is those saying phishing is an "extreme" threat—the highest of the ranking options we included in the survey.

Figure 1
Evaluating the threat of phishing
Percentage of respondents



Source: Osterman Research (2026)

Our previous research on the business cost of phishing was published in October 2022. ChatGPT's timely release four weeks later makes that research and this update a benchmark of the before and after effect of generative AI on the phishing landscape. An unforeseen consequence of ChatGPT—along with multiple other AI services over the past three short years—has been the ability for threat actors to create more sophisticated phishing campaigns bereft of the usual telltale signs of a phishing message. **Our October 2022 research doesn't even talk about artificial intelligence. This one has its stamp on every page**.

The types of damage caused by phishing incidents remain the same as three years ago. Loss of account credentials, tricking users into paying fake invoices or diverting payroll, and compromising corporate data remain among the top threats. What's changed is that these and other threat outcomes have been supercharged by AI.

Fewer respondents expect phishing to be an extreme threat in 12 months. It is unclear if this is a hope disconnected from the current dynamics with AI-enabled phishing, or a strategy grounded in a clear technical roadmap for tackling the growing threat presented by phishing. What is clear, however, is that if phishing is to become less of an actual threat, organizations must significantly elevate their defenses to address the new realities of phishing attacks.

Our October 2022 research doesn't even talk about artificial intelligence. This one has its stamp on every page.

KEY ATTRIBUTES OF PHISHING ATTACKS ARE GETTING WORSE

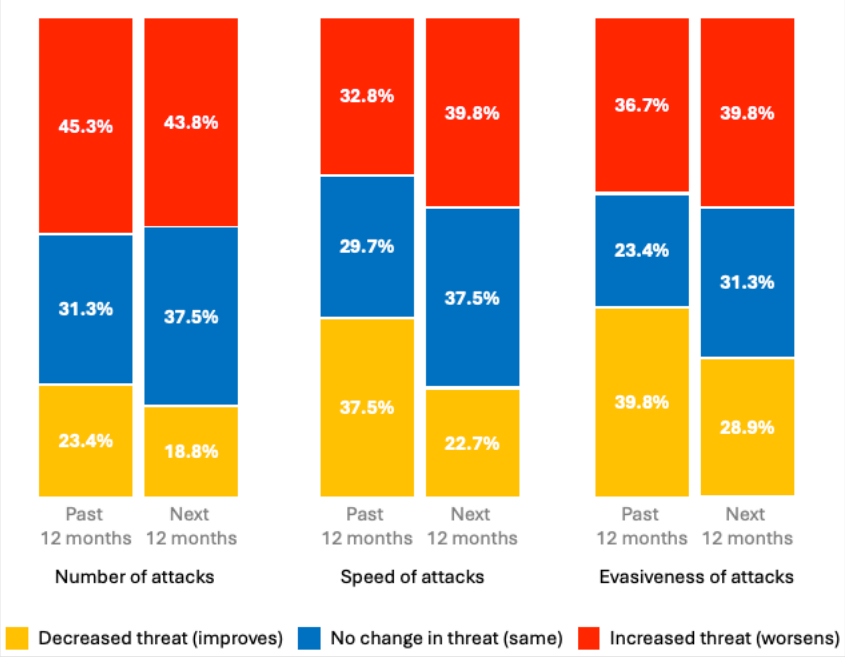
Respondents foresee a worsening threat environment due to AI-enabled phishing, because attackers gain significant leverage on attack volume, speed, and evasiveness. Four out of ten respondents expect these dynamics to worsen over the next 12 months, due to:

- Attack volume—personalized attacks take minutes to prepare, not hours or days of manual analysis.
- Attack speed—shorter preparation time for phishing campaigns means more campaigns can be created and launched in less time.
- Attack evasiveness—using AI to probe how defenses work and autonomously adapt campaign attributes.

A minority of respondents expect the threat of phishing dynamics to decrease over the next 12 months, which rests on the expectation of their ability to deploy AI-powered phishing defenses at a faster pace than attackers can leverage AI for offense. The data in this report suggests that's an open question.

See Figure 2.

Figure 2
Changing dynamics of phishing attacks—past 12 months vs. next 12 months
Percentage of respondents



Source: Osterman Research (2026)

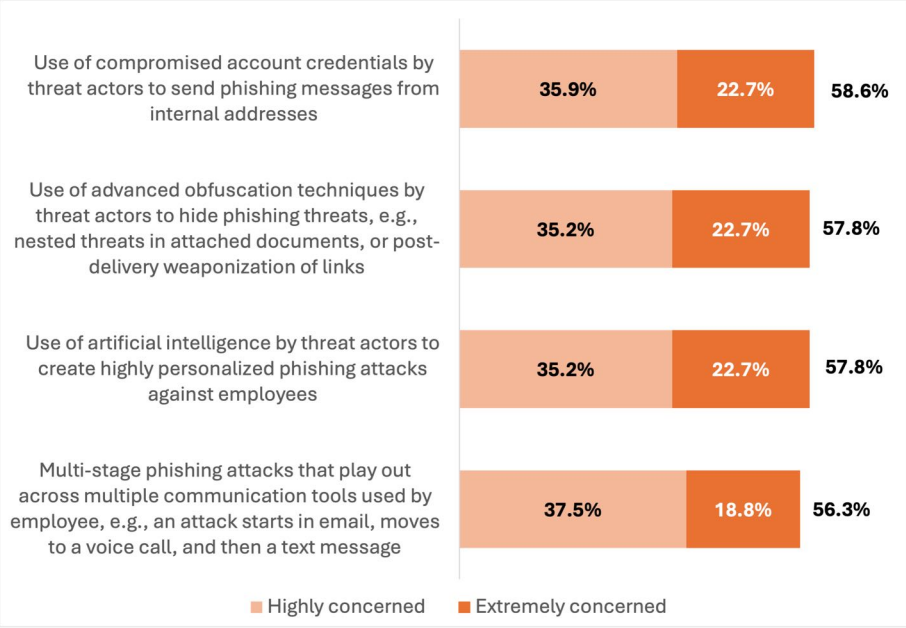
AI-enabled phishing gives attackers significant leverage on attack volume, speed, and evasiveness.

HIGH CONCERN WITH MANY TYPES OF PHISHING THREATS

Phishing threats are of high concern to respondents, particularly those that exploit trust and therefore feel legitimate. This includes stealthy internal phishing that presents like a valid message from a (compromised) colleague, obfuscation of malicious intent by sending a link that turns bad after it's been delivered (and has passed inbound checks), or by attackers leveraging generative AI to craft an email that looks and sounds like it's straight from your CEO. Most organizations have deployed human risk management capabilities (e.g., phishing simulations and security awareness training) to raise competence in identifying phishing threats, along with technical controls to catch obvious phishing attacks. New sophisticated types of phishing attacks aren't obvious.

See Figure 3.

Figure 3
Concerns with types of phishing threats
Percentage of respondents



Source: Osterman Research (2026)

Phishing threats that exploit trust and feel legitimate are highly concerning to organizations.

Messages from IT and HR departments are a common occurrence—and carry employment-relevant details an employee needs to know. As attackers weaponize this dependency to create phishing campaigns, employees face a no-win situation: ignore valid messages from IT and HR to their detriment, or open faked messages from IT and HR to their downfall.

Defenders are right to feel highly concerned about the attacks shown in Figure 3 above. Individually and in combination, the threat dynamics create phishing attacks that evade technical controls, pull the right social engineering levers to trick employees, and result in further compromise.

See Figure 4.

Figure 4
Reasons for concerns with types of phishing threats

Type	Reasons for concern
Use of compromised account credentials by threat actors to send phishing messages from internal addresses	• Messages from inside the organization bypass employee skepticism. • Employees assume internal email is already screened—and safe.
Use of advanced obfuscation techniques by threat actors to hide phishing threats	• Demands perpetual vigilance and second-guessing by employees, which is exhausting and undermines work efficiency. • Just because a new message scans as safe doesn't mean it is safe. • Requires zero-trust posture on every link, every time—which is unsustainable for humans alone.
Use of AI by threat actors to create highly personalized phishing attacks against employees	• Fewer signals of maliciousness, e.g., spelling mistakes, unexpected topics. • Easy access to open-source intelligence tools for aggregated data from LinkedIn (and other social media services) to craft attacks based on current location and event attendance.
Multi-stage phishing attacks that play out across multiple communication tools used by an employee, e.g., an attack starts in email, moves to a voice call, and then a text message	• Employees aren't trained to spot phishing outside email. • Trust is higher in "closed" platforms like Teams or SMS.

Source: Osterman Research (2026)

The new threat reality is phishing attacks that evade technical controls, trick employees through social engineering, and drive persistence for further compromise.

The cost of phishing

Organizations got faster at fighting phishing. It cost them more anyway. We calculate the cost in this section.

TIME TO DEAL WITH A SINGLE PHISHING EMAIL

On average, organizations are spending less time dealing with each phishing email in 2025 compared to 2022. In 2022, it was 27.5 minutes per phishing email—from the initial discovery of a potential phishing email to its complete removal from their environment. This year, it's 23.2 minutes—an average reduction of 4.3 minutes per phishing email. That's a positive shift.

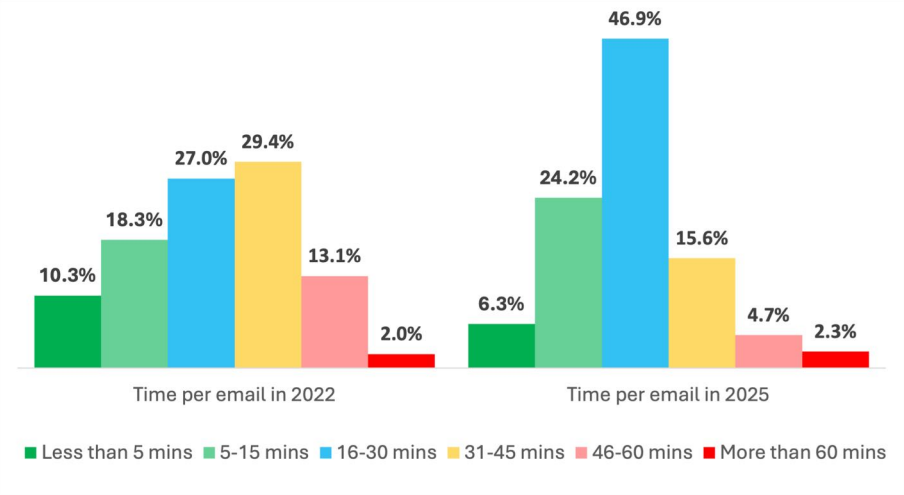
See Figure 5, where:

- In 2022, 69.4% of organizations spent between 16 and 60 minutes to deal with a single phishing email. The 31-45 minute range was the most common (29.4%).
- In 2025, while the overall percentage dropped slightly (67.2%), the composition of the combined 16 to 60 minute range has changed—with almost twice as many in the 16-30 minute range compared to 2022.

So what's changed in the past three years that explains the reduction in time per phishing message? The most obvious is the adoption of AI-powered email defenses to counteract both standard phishing attacks and new AI-enabled ones. The uptake of new AI-powered email defenses happened rapidly. In our research on *The Role of AI in Email Security* (August 2023),[1] nine out of ten organizations had implemented an AI-powered email security solution beyond what their cloud email provider offered, and that's now two years ago. In our August 2023 report, we stated that organizations should expect to see an increase in detection efficacy enabled by AI over and above what they were seeing previously (without the use of AI), and this current research gives evidence that organizations are achieving this outcome.

Thanks to AI, organizations are spending less time dealing with each phishing email in 2025 compared to 2022.

Figure 5
Distribution of time for IT and security teams to deal with a single phishing email
Percentage of respondents



Source: Osterman Research (2026)

The distribution in Figure 5 is for each single phishing email, but no organization is dealing with only one such email. Phishing is a significant proportion of overall email volume and hence consumes a significant proportion of the time available from IT and security teams.

CALCULATING THE COST OF DEALING WITH PHISHING

In our 2022 research, we calculated the cost of dealing with phishing. Our methodology had four steps:

1. Calculating the average salary and benefits of the IT and security professionals who took the survey—what we termed the composite professional. This was $136,528 per year, or $68.26 per hour for a 2,000 hour work year.
2. Calculating the cost of dealing with a single phishing email. This was $31.32 per message, based on an average of 27.5 minutes per phishing email.
3. Extrapolating the cost of dealing with a single phishing email across a distribution of likely phishing numbers. No organization has only a single phishing email to deal with each year.
4. Calculating the proportion of the annual salary for the composite IT and security professional spent on phishing. This was $45,726.

Let's follow the same methodology for this year's data.

Phishing is a significant proportion of overall email volume and hence consumes a significant proportion of the time available from IT and security teams.

Step 1. Annual salary (it's gone up)

Figure 6 calculates the annual salary for a composite IT and security professional based on the roles reflected in our survey respondents:

- **Column 1: Roles**
  The seven roles in the survey that personally spend time each week dealing with phishing threats are listed in the first column.
- **Column 2: Percentage of survey respondents**
  The percentage of respondents in each role who completed the survey.
- **Column 3: Annual salary and benefits**
  The annual salary and benefits reported for each role in the United States in 2025.
- **Column 4: Contribution to the composite IT and security professional**
  The contribution of each role to the composite fully burdened annual salary and benefits. This totals to $142,293 per year, or $71.15 per hour for a 2,000-hour working year).

Figure 6
Calculating the cost of a composite IT and security professional

Role of respondent completing the survey	Percentage of respondents	Annual salary and benefits	Contribution to composite
IT security manager or IT security team lead	35.2%	$167,635	$58,934
IT manager or IT team lead	29.7%	$140,000	$41,563
Email security manager or email security team lead	14.8%	$109,000	$16,180
SOC manager or SOC team lead	11.7%	$144,130	$16,890
Security manager	5.5%	$105,334	$5,760
SOC analyst	1.6%	$99,579	$1,556
Email security administrator	1.6%	$90,275	$1,411
		Total	**$142,293**
		Per hour	**$71.15**

Source: Osterman Research (2026)

The per hour cost has increased to $71.15 in this year's research, up from $68.26 in 2022. That is a modest increase (4%), but one that impacts across every phishing email and every analyst hour.

Step 2. Cost per phishing email (the average cost has gone down)

Each organization's cost per phishing email depends on the average amount of time it takes their IT and security teams to run their detection and response playbook—from the initial discovery of a potential phishing email to its complete removal from their environment. For organizations taking more than 60 minutes to deal with each message, that's $88.93 per phishing email. For organizations requiring less than 5 minutes, it's only $2.96.

On average, across all organizations and the time distributions shown in Figure 7, the average is $27.51 per phishing email.

Figure 7
Cost of dealing with a single phishing email
Fully burdened labor cost per phishing email

Source: Osterman Research (2026)

On an overall basis, the average cost per phishing email has declined this year—to $27.51 per phishing email, from $31.32 in 2022. This is due to the decline in average time per phishing email from 27.5 minutes to 23.2 minutes. The reduction in time and cost points to a financial win for the organizations that have embraced AI-powered email defenses—at an average of $3.81 per message. This 12% reduction in cost is good progress—at an overall per email level. But it's not the complete story.

Note that while the overall average cost per phishing email has declined (because fewer minutes are required, on average), the cost per phishing email for the six specific time distributions shown in Figure 7 above has increased since 2022. This is due to the annual salary for the composite IT and security professional increasing over that timeframe.

AI-powered defenses have reduced the cost of handling phishing incidents by 12%—but it's not the complete story.

Step 3. Cost for more phish (it's gone up)

The cost of $27.51 is the average cost of handling one phishing email. As the number of phishing emails increase, the cost imposed on the organization does too. See Figure 8 where this is modelled using the time distributions we asked about in the research.

Figure 8
More phish, more cost

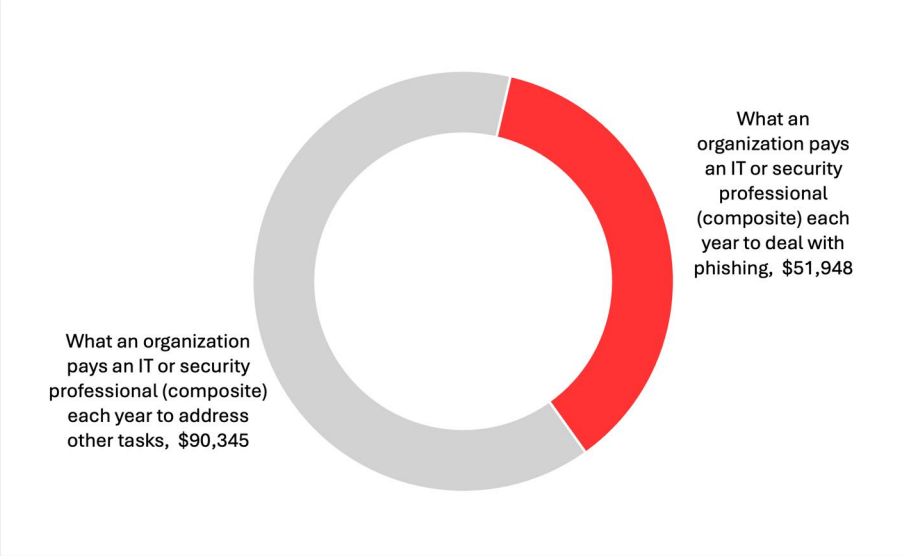
Phishing messages	Less than 5 minutes	5-15 minutes	16-30 minutes	31-45 minutes	46-60 minutes	More than 60 minutes
250	$741	$2,964	$6,670	$11,117	$15,563	$22,233
1,000	$2,964	$11,858	$26,680	$44,467	$62,253	$88,933
7,500	$22,233	$88,933	$200,100	$333,500	$466,900	$667,000
15,000	$44,467	$177,867	$400,200	$667,000	$933,801	$1,334,001
20,000	$59,289	$237,156	$533,600	$889,334	$1,245,067	$1,778,668

Source: Osterman Research (2026)

Step 4. Time spent on phishing-related activities (it's gone up, too)

Phishing-related activities are a major time drain for the respondents to this survey, with 36.5% of available working hours for IT and security teams devoted to handling phishing. For the composite IT and security professional we priced in Step 1, that's $51,948 in salary and benefits per year to handle phishing—a 13.6% increase from 2022. See Figure 9.

Figure 9
Annual salary paid for a composite IT or security professional to handle phishing and other tasks
Fully burdened labor cost per year

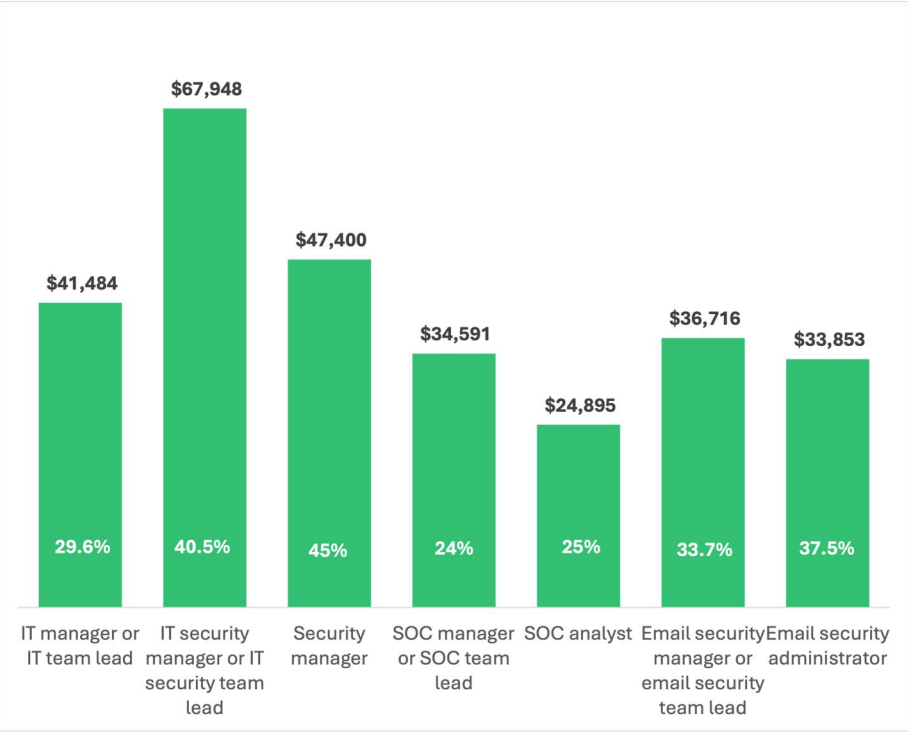


Source: Osterman Research (2026)

This is where the per email / per incident efficiency gain from Step 2 disappears. Despite handling each email faster, defenders are spending more of their working hours on phishing—36.5% currently, up from 33.5% in our 2022 research. In other words, while time per phishing email has declined, overall time on phishing-related activities has increased. Each message is faster to remediate, but the net impact of attackers using AI to create new generations of phishing attacks—with the consequential dynamics of increased phishing volumes, faster attacks, and greater evasiveness—has resulted in more messages to deal with. And therefore $51,948 in salary is devoted to phishing—not to preventing breaches and not to investing in strategic projects.

The average annual cost for handling phishing-related activities for the seven respondent roles who took part in this research is shown in Figure 10. These numbers are calculated by multiplying the median annual salary for each role by the average time each respondent role group spends on phishing-related matters.

Figure 10
Annual salary paid per IT or security professional to handle phishing—by role
Fully burdened labor cost per year



Source: Osterman Research (2026)

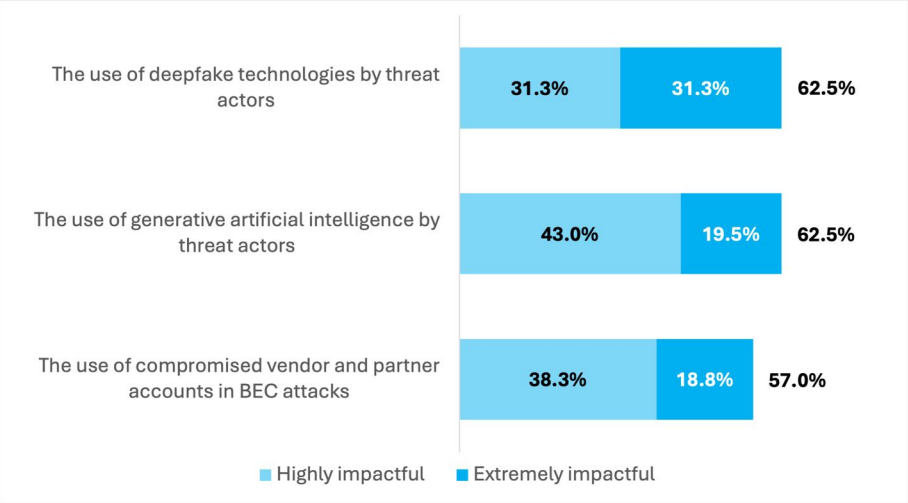
Despite handling each email faster, defenders are spending more of their working hours on phishing—36.5% currently, up from 33.5% in our 2022 research.

NEW THREAT TRENDS WILL IMPACT THE TIME AND COST EQUATION

Most respondents anticipate that new and emerging threat trends will have a high or extreme impact on the time taken to deal with phishing emails. With 62.5% of respondents expecting deepfake attacks to significantly increase the time required to handle phishing, such attacks have moved from the theoretical to the immediately disruptive. **Deepfake technology—encompassing both voice and video—has the highest "extremely impactful" rating (31.3%) of the three we asked about.** In combination with generative AI, deepfakes enable more sophisticated attacks, with greater deception abilities, and at a faster cadence. Employees don't just need to be skeptical of whether their CEO sent the email they've just received, but also how to discern when a phone call, voicemail, or video call from their CEO is fake.

See Figure 11.

Figure 11
Impact of threat trends on the time taken to deal with phishing emails
Percentage of respondents



Source: Osterman Research (2026)

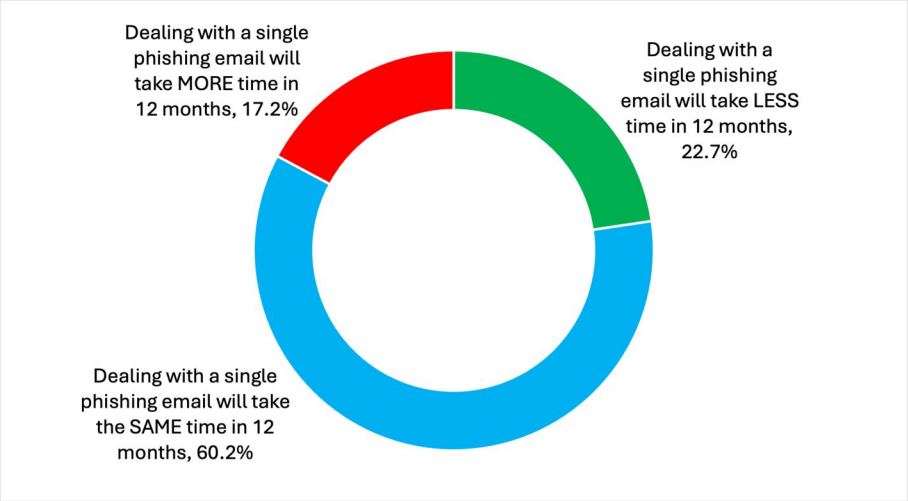
In combination with generative AI, deepfakes enable more sophisticated attacks, with greater deception abilities, and at a faster cadence.

FEW ANTICIPATE LESS TIME TO DEAL WITH PHISHING EMAILS

Over the next 12 months, only one in five respondents anticipate that phishing will get easier to deal with. Most expect the time required to stay the same (60.2%) or take longer (17.2%)—the combined impact of the new threat trends in Figure 11 above.

See Figure 12.

Figure 12
Anticipated change in time dealing with a single phishing email in 12 months
Percentage of respondents



Source: Osterman Research (2026)

COSTS WE HAVE IGNORED

This research has focused on quantifying the direct costs of dealing with phishing when defenses work. When they fail, phishing becomes dramatically more expensive. The costs of a successful phishing attack that compromises account credentials or corporate data, or that leads to stolen and misdirected funds, are orders of magnitude higher than the direct costs profiled above. For example:

- **Data breach notification costs**
  Email, postage, and phone call notifications to customers affected by a data breach.

- **Loss of customer trust**
  Lost sales as affected customers and disgruntled prospects shop elsewhere to avoid doing business with a tarnished organization. Amplification on social media platforms spreads breach news faster than remediation updates.

- **Loss of corporate reputation and market value**
  Market value decreases on market exchanges in response to news about poor defenses and resultant breaches.

- **Regulatory fines**
  Regulatory fines are levied on organizations with insufficient technology and organizational protections against common security threats, including phishing. The cost of inadequate defenses is much higher now than in 2022, with new SEC cybersecurity disclosure rules, ongoing GDPR enforcement, a growing set of state privacy laws in the United States, and more.

The costs of a successful phishing attack are orders of magnitude higher than direct time-based cost calculations.

Phishing—a roadmap

Defenders face an emboldened set of foes who have rapidly embraced AI for enabling new generations of threat campaigns. Can defenders keep pace—or get ahead of—attackers using AI for offensive purposes?

AI WILL IMPACT PHISHING—FOR BETTER AND FOR WORSE

We asked respondents who said time will either increase or decrease to explain why and then classified and grouped their open-end responses. AI underlies the answers for both camps—as shown in Figure 13. Some respondents are betting that AI for defensive posture will outplay AI for offensive purposes; others see a daily fight with attackers winning more often.

AI is a leading driver for both reducing and increasing the time taken to deal with phishing emails. For those anticipating lower time requirements, it's the use of AI to improve detection and response and create better anti-phishing software. For those anticipating higher time requirements, AI is making phishing emails more sophisticated, complex, and advanced—and thus harder to detect and confirm.

Figure 13
Top grouped reasons for why time requirements for dealing with phishing emails is anticipated to change over the next 12 months

Less time anticipated in 12 months	More time anticipated in 12 months
Better anti-phishing software	Phishing emails will be more sophisticated, complex, and/or advanced
Improved employee training	Harder to detect and confirm phishing threats
Use of AI for detection and response	The use of AI by threat actors will result in more sophisticated phishing threats

Source: Osterman Research (2026)

AI is a leading driver for both reducing and increasing the time taken to deal with phishing emails.

PHISHING ISN'T JUST ABOUT EMAIL ANYMORE

Phishing doesn't just affect the email channel anymore—it's become a threat across a much broader set of communication and collaboration tools. As cloud-based productivity, communication, and collaboration platforms have been embraced by organizations—think Microsoft 365 and Google Workspace—the compromise of a single set of credentials unlocks every channel in the platform. Attackers know this. Employees, trained to spot phishing only in email, often don't. For example:

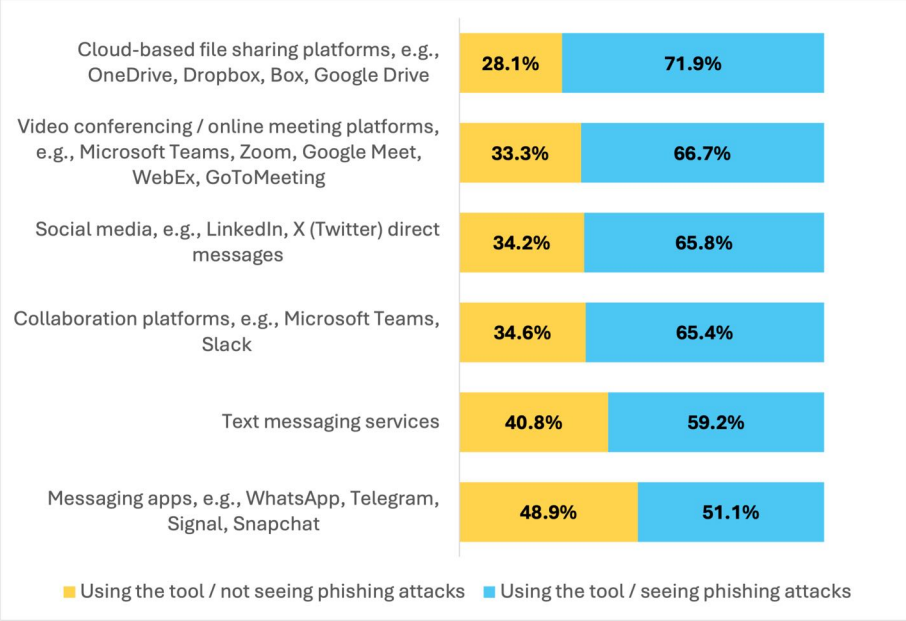
- In a Microsoft 365 world, it's the weaponization of OneDrive, SharePoint, Microsoft Teams, and more for creating or hosting phishing-oriented content.
- For organizations using Google Workspace, it's Google Drive, Google Docs, and Google Meet, among others.

Organizations must upgrade their technical controls to detect malicious intent, anomalous behavior, and atypical requests, and employees must be vigilant to observe out-of-place messages, files, and requests that leverage social engineering.

We asked respondents to indicate the communication and collaboration tools beyond email their organization was using, and for each, whether phishing attacks were being seen in those tools. See Figure 14, where corporate-approved platforms are being hit with phishing attacks the most frequently.

The compromise of a single set of credentials unlocks every channel, e.g., Outlook, OneDrive, SharePoint, and Teams. Attackers know this. Employees, trained to spot phishing only in email, often don't.

Figure 14
Phishing attacks in other communication and collaboration tools
Percentage of respondents



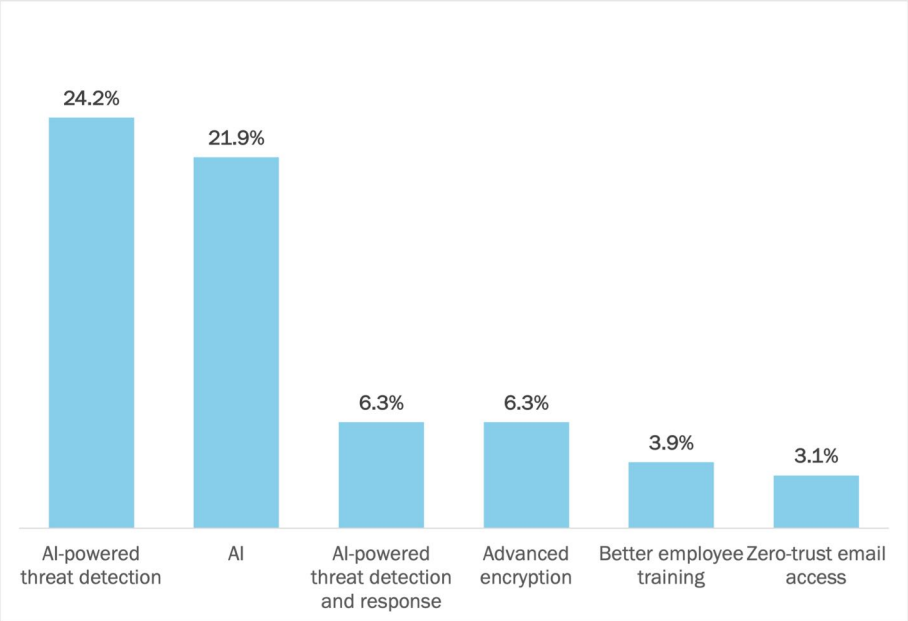
Source: Osterman Research (2026)

AI IS ESSENTIAL FOR COUNTERACTING PHISHING, BUT IS NOT FULLY THERE YET

Defenders view AI as the emerging innovation that offers the greatest potential boost to email security. After classifying and grouping the open-ended responses, 65.6% of respondents gave one of six answers as shown in Figure 15. Over half (52.3%) gave an answer that explicitly mentioned AI.

Respondents, clearly, have very high hopes that AI will solve all the problems with phishing for their organization. That's the future dream being sought, not the present reality already achieved. The data from this research supports the importance of AI-powered defenses but is equally clear in saying that what's being used today is not yet sufficient. Organizations must embrace AI-powered defenses at a faster rate than attackers are leveraging AI to create phishing attacks for the trend in this research to be reversed.

Figure 15
Emerging innovations that are anticipated to boost email security
Percentage of respondents



Source: Osterman Research (2026)

To win the phishing war, organizations must embrace AI-powered defenses at a faster rate than attackers are leveraging AI to create phishing attacks.

Conclusion

Has the embrace of AI in detecting and mitigating phishing attacks made a difference for organizations? Absolutely. Without it, defenders would have been sunk by more breaches, longer mitigation timeframes, and negative organizational externalities, e.g., loss of trust, increased customer churn, decreased market valuation, and unwanted regulatory scrutiny.

Are the AI-powered defenses that organizations have already embraced sufficient to counteract the new and emerging realities of a deepfake and AI-enabled phishing future? Absolutely not. Vendors still have work to do to uplift their technical capabilities to shift the leverage to the defender's side. Organizations still have work to do to ensure their defensive posture is as good as it gets. And employees must maintain a healthy skepticism and vigilance in reading the room—seeing not only when an email feels off, but also when voicemail messages and video meetings feature voices and people who aren't who they appear to be.

> ***The AI-powered defenses that organizations have embraced are essential—but not yet sufficient—to counteract the new and emerging realities of a deepfake and AI-enabled phishing future.***

About IRONSCALES

IRONSCALES is the leader in AI-powered email security, protecting over 17,000 global organizations from advanced phishing threats. As the pioneer of adaptive AI, we detect and remediate attacks like business email compromise (BEC), account takeovers (ATO), and deepfake attacks that other solutions miss. By combining the power of AI and continuous human insights, we safeguard inboxes, unburden IT teams, and turn employees into a vital part of cyber defense across enterprises and managed service providers.

IRONSCALES is headquartered in Atlanta, Georgia.

Visit www.ironscales.com or @IRONSCALES to learn more.

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Methodology

This white paper was commissioned by IRONSCALES and conducted by Osterman Research. 128 respondents in IT and security roles were surveyed from September 15 to October 21, 2025. To qualify, respondents had to work at an organization with between 1,000 and 5,000 employees. All surveys were conducted in the United States. The survey was cross-industry, and no industries were excluded or restricted.

ROLES

IT security manager or IT security team lead	35.2%
IT manager or IT team lead	29.7%
Email security manager or email security team lead	14.8%
SOC manager or SOC team lead	11.7%
Security manager	5.5%
SOC analyst	1.6%
Email security administrator	1.6%

INDUSTRY

Industrials (manufacturing, construction, etc.)	11.7%
Information technology	11.7%
Professional services (law, consulting, etc.)	11.7%
Computer hardware or computer software	10.9%
Data infrastructure or telecom	9.4%
Energy or utilities	9.4%
Financial services	9.4%
Education	6.3%
Retail or ecommerce	6.3%
Transport or logistics	4.7%
Healthcare	3.1%
Public service or social service	3.1%
Government	0.8%
Hospitality, food or leisure travel	0.8%
Media or creative industries	0.8%

[1] Osterman Research, The Role of AI In Email Security, August 2023, at https://ironscales.com/the-role-of-ai-in-email-security/report-download