

Ireland  
RepTrak®

CELEBRATING  
**13**  
YEARS OF  
REPUTATION

■ THE  
■ REPUTATIONS  
■ AGENCY

# **Ireland RepTrak® Sustainability Index 2022**

**Building a better Ireland**

## Introduction

Welcome everyone to our annual Sustainability report where we'll be reporting on our Ireland RepTrak® Sustainability Index 2022.

This is the eleventh year of this study - a study that has developed in rigour and depth over those years. It's important to note that this Index is based on the view of over 6,500 members of the public in the Republic of Ireland on 100 organisations. This study measures the public's perception, drawn from both their experiences and the many communications touchpoints they have had with each of these 100 organisations.

This is not a measurement of the Sustainability strategies underway, and their direct impacts but of how well, or not, these have been absorbed by the public. To what degree does the public believe that these organisations are good corporate citizens taking responsibility for their workforce, society, environment with ethical and transparent behaviour.

Along with highlighting this year's winners, we will also take a deep dive into which companies are working to build a better Ireland.

## About The Reputations Agency



We are a strategic reputation, communications and public relations agency, established in 2004.

We partner with our clients to audit, build and activate brand, purpose and reputation strategies.

We have been the exclusive Irish Associate to The RepTrak Company since 2009 – the respected global thought leader in reputation with 25 offices worldwide.

We are part of WPP's Global Wunderman Thompson Network.





**Stakeholder Capitalism seeks to create shareholder returns by creating value for society**  
Customers, employees, suppliers, communities and the environment.





## Stakeholder Capitalism

When many of us met at our Ireland RepTrak 2022 event last May, we talked about Stakeholder Capitalism and how society expects organisations to play their part in the community, economy, environment, dealing with the big issues that we face today, not just in Ireland but globally.

**Larry Fink, Chairman and CEO, BlackRock in his 2022 Letter to CEOs said**

*“Our conviction ....is that companies perform better when they are deliberate about their role in society and act in the interests of their employees, customers, communities, and their shareholders.”*

# Stakeholder Capitalism

We are witnessing a mind-shift change, moving from a prioritisation of short-term profit maximization to a world which is characterised much more by stakeholder responsibility.

Companies seek long-term value creation by taking into account the needs of all their stakeholders, and society at large.

**Klaus Schwab**

Founder & Executive Chairman,  
WEF, Jan 2021



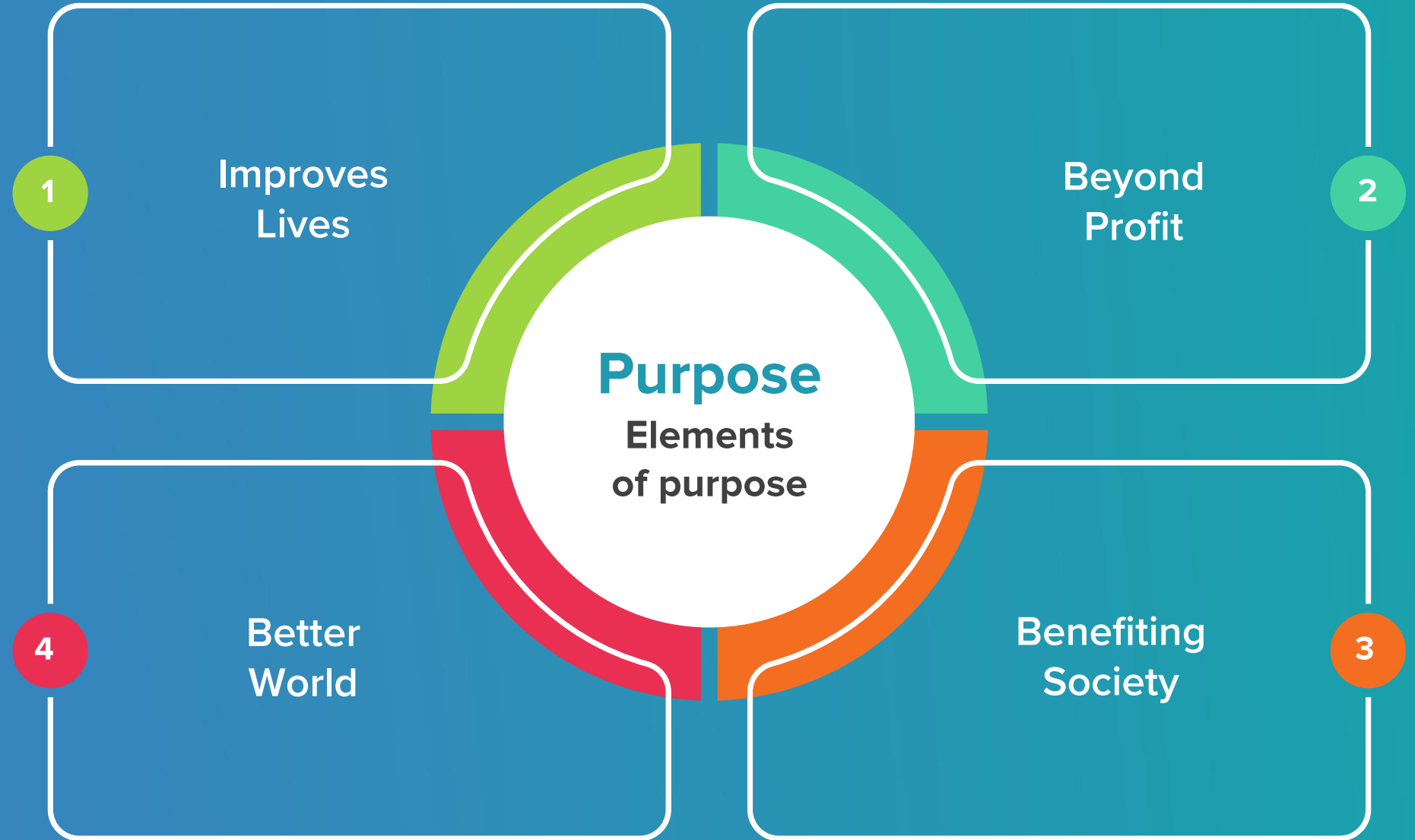


## Stakeholder Capitalism

Last May, we looked at world leaders such as Klaus Schwab, the Founder and Executive Chairman of the World Economic Forum, who may have been among the first to use this term over 50 years ago when he wrote about it in 1971.

# The Power of Purpose

We all need a sense of Purpose in our lives.





## The Power of Purpose

Last May we also talked about the Power of Purpose and the need for us all to have a sense of purpose in our lives.

An organisation's sustainability strategy cannot breathe without firstly having a strong sense of Purpose, to provide the direction for every decision that that organisation makes.

Three years ago, our global partners The RepTrak Company identified 110 macro-trends that drive reputation, based on interviews with 170 global CCOs and CMOs. The number one challenge, even pre Covid-19, was how to instill a higher purpose within their organisations.

A global study, *Put Purpose at the Core of Your Strategy*, published in 2019 in the Harvard Business Review, shows how successful companies can redefine their business through purpose.

Back to Larry Fink, BlackRock, in his 2022 Letter to CEOs he said

*“Delivering on the competing interests of a company’s many divergent stakeholders is not easy. That is why it is more important than ever that your company and management is guided by its purpose. Stay true to your purpose and focus on the long-term.”*

# Why should we care about reputation?

Reputation drives supportive behaviour amongst important stakeholders.  
This support allows the company to achieve business results.

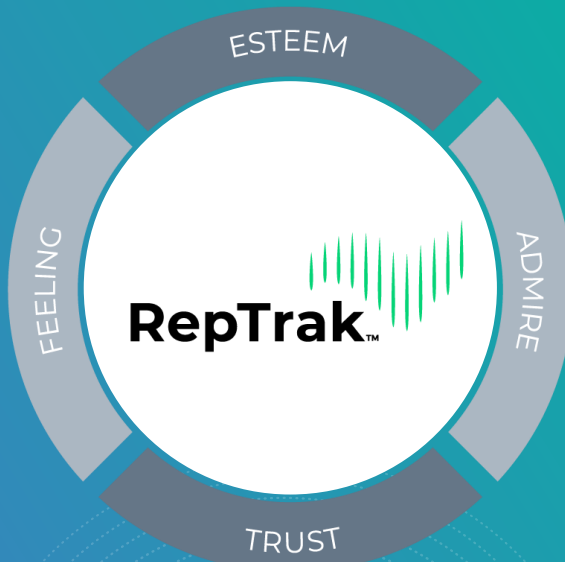
## TOUCH POINTS

Direct experience

What a company communicates

What others say

## REPUTATION



## SUPPORTIVE BEHAVIOUR

Benefit of the doubt

Buy

Recommend products/services

Recommend the company

Work for

Welcome into the community

Invest

Will defend

Trust

## BUSINESS RESULTS

Support new product introductions

Reduce risk of increased regulations

Ability to charge price premiums

Recruit and retain top talent

Support post-crisis recovery

Reduce cost of capital

Support entry into new markets



## Why should we care about reputation?

Many of our clients will be familiar with the last slide, but for those of you who are new, I will quickly highlight why we care about Reputation so much.

Broadly, Reputation is formed from three key touchpoints - stakeholder's direct experience with your organisation, what your organisation communicates to people across a myriad of channels, and, most importantly, what others say about you.

All of this impacts your reputation, which we measure with our RepTrak Pulse score.

The strength or weakness of your reputation impacts stakeholder support for your organisation. How likely they are to Trust you, Purchase your products or services, Work for you or Give you the benefit of the doubt in a crisis.

These supportive behaviours in turn directly link to very tangible business results - your ability to charge premium prices, recruit and retain top talent, launch new products & services, enter into new markets and reduce costs.

So yes, Reputation is of critical importance to all organisations!

# THE REPTRAK® MODEL COMPLETE BUSINESS INTELLIGENCE SYSTEM

## 1. REPTRAK® PULSE

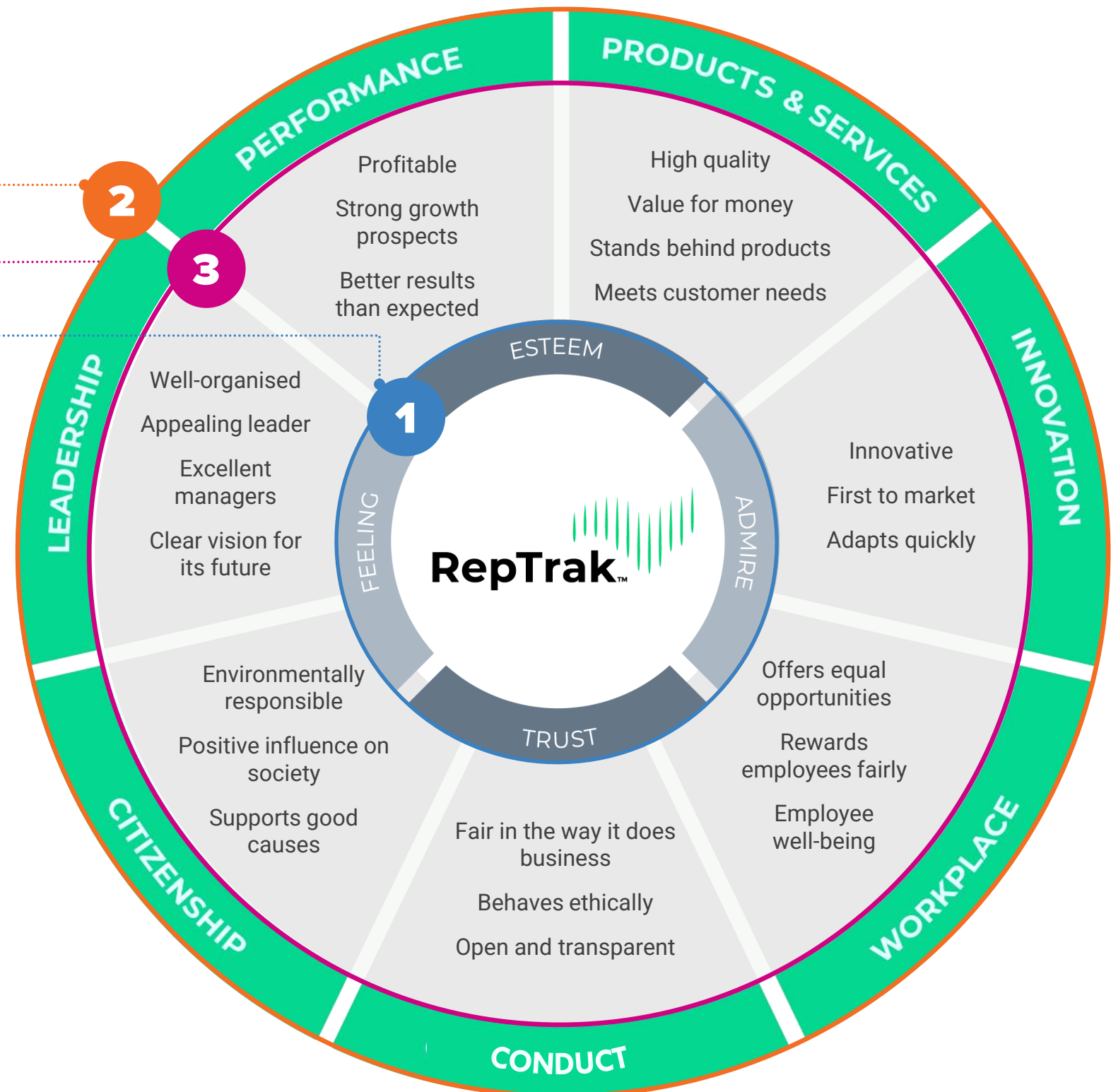
The emotional bond between your organisation and the public, based on esteem, admiration, trust, and good feeling.

## 2. DIMENSIONS

These seven rational dimensions have proven to be the pillars of organisational reputation.

## 3. ATTRIBUTES

The 23 concrete and operational attributes that underpin the seven dimensions.





## THE REPTRAK® MODEL COMPLETE BUSINESS INTELLIGENCE SYSTEM

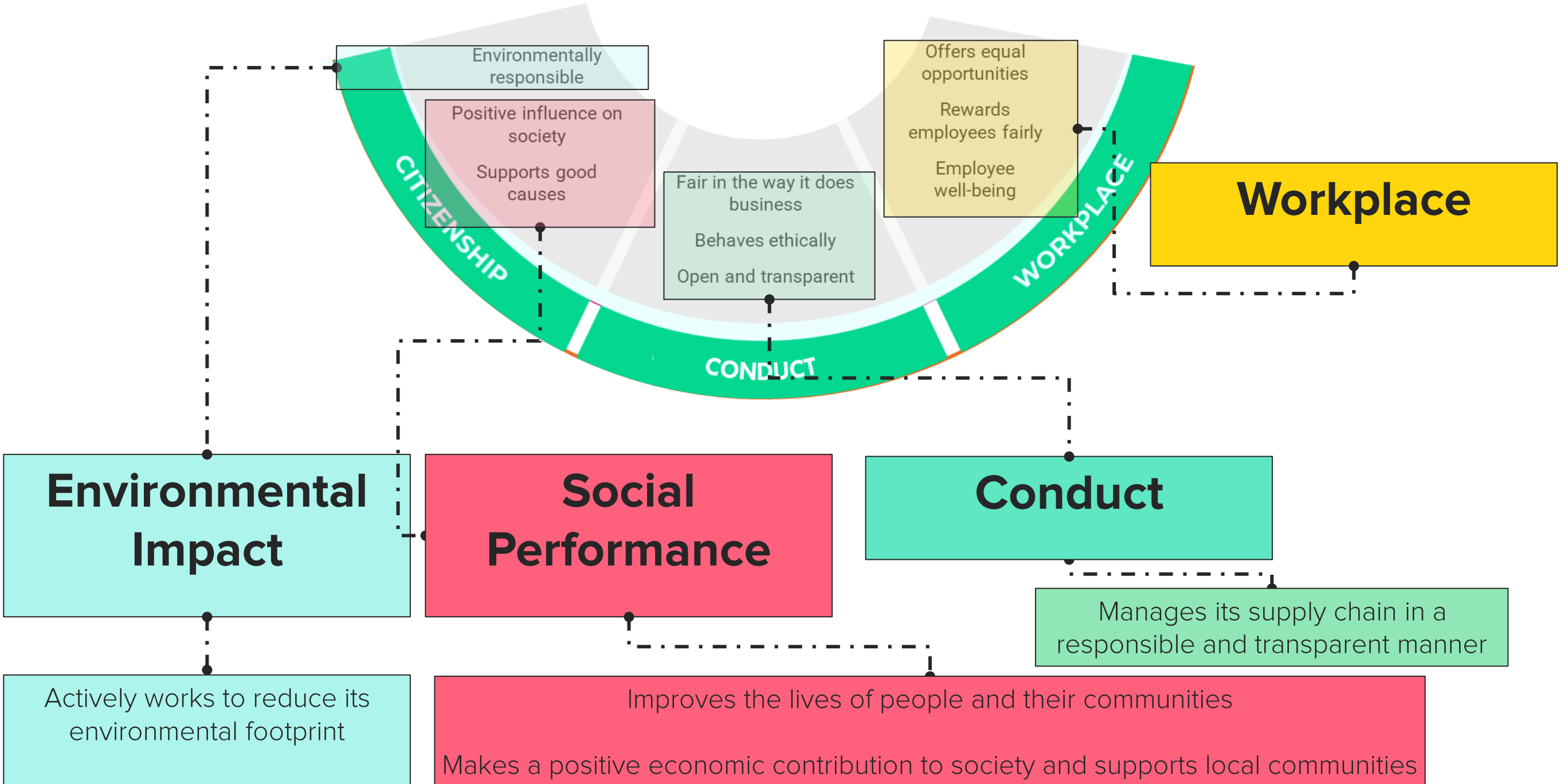
The global RepTrak model helps business leaders to better measure and manage corporate reputation by identifying the main components and drivers of reputation that really impact stakeholder behaviour.

At The Reputations Agency we use this model as a robust framework when designing Corporate Reputation and Sustainability Communications Strategies with our clients.

We measure that reputation by evaluating the public's perception across three key elements:

- **Your RepTrak Pulse Score** – The emotional bond between your organisation and the public, based on esteem, admiration, trust, and good feeling.
- **Seven drivers** which are consistently proven to be the key pillars of corporate reputation
- **23 Factors** which underpin those seven dimensions

# Sustainability Index - Enhancements from 2021 to 2022



## Sustainability Index - Enhancements from 2021 to 2022

For the last 10 years we have calculated our sustainability rankings using the nine Factors that you can see sitting within these three Drivers of Citizenship, Conduct and Workplace.

This year we have augmented our Sustainability/ESG model to introduce four new Factors, bringing it to 13 Sustainability factors.

We broke Citizenship into Environmental impact and Social Performance - two areas that we believe deserve special attention.

We introduced three new factors here.

- *Actively works to reduce its environmental footprint*
- *Improves the lives of people and their communities*
- *Makes a positive economic contribution to society and supports local communities.*

We introduced a new factor into Conduct

*Manages its supply chains in a responsible & transparent manner.*

Finally, Workplace remains unchanged



# Sustainability Index

## Enhanced 2022 Module

### ENVIRONMENTAL IMPACT

Acts responsibly to protect the environment

Actively works to reduce its environmental footprint

### SOCIAL PERFORMANCE

Supports good causes

Has a positive influence on society

Improves the lives of people and their communities

Makes a positive economic contribution to society and supports local communities

### CONDUCT

Behaves ethically

Is fair in the way it does business

Open and transparent

Manages its supply chain in a responsible and transparent manner

### WORKPLACE

Rewards employees fairly

Demonstrates concern for the health and well-being of its employees

Offers equal opportunities in the workplace

# Ireland RepTrak 2022 - The largest normative database on corporate reputation in Ireland.

**17,000+**

Individual  
Ratings



**100**

Organisations



**6,500**

Informed  
General Public



**2+ Months**

3<sup>rd</sup> January -  
14<sup>th</sup> March 2022



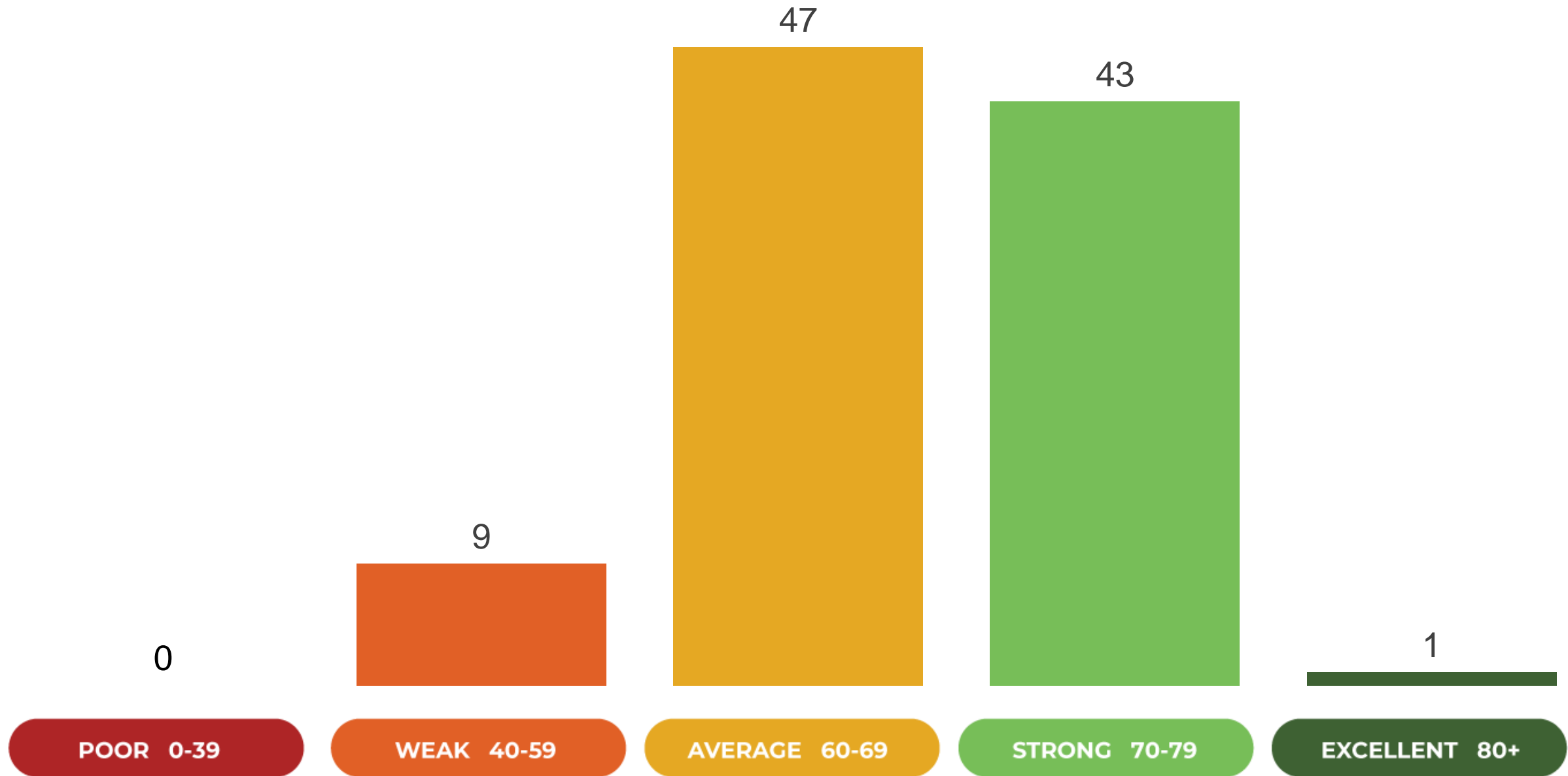
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# Ireland RepTrak® Sustainability Index 2022

## Key Insights

# Most Companies have Average Sustainability Index scores





## Most Companies have Average Sustainability Index scores

Firstly, let's look at how the 100 organisations do broadly.

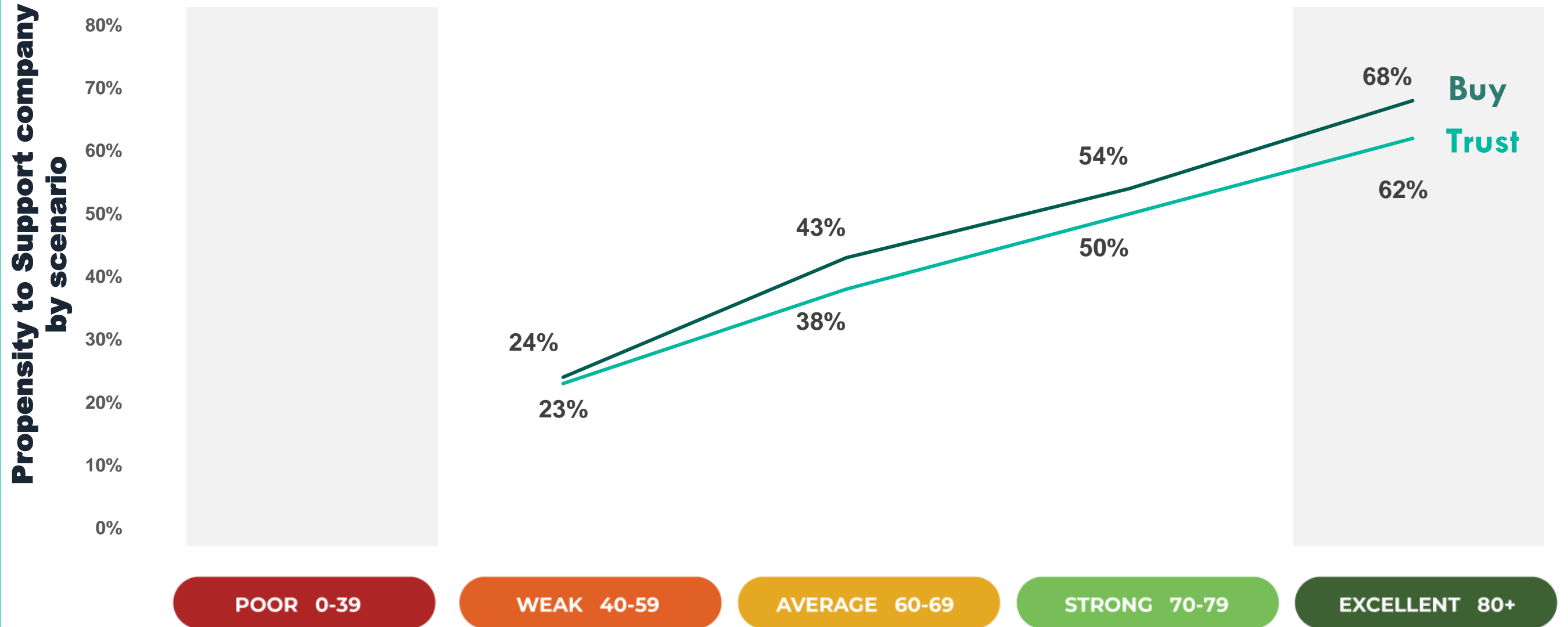
Here we have grouped organisations by their overall Sustainability score across our Normative scale of Poor, Weak, Average, Strong and Excellent.

Thankfully, none of the one hundred have a Poor score this year. However, nine have a Weak score, 47 an Average tier score, 43 a Strong tier score and just one receives an Excellent score in Sustainability this year. But more on our winners later!

This, along with the low recall consumers have when asked to name organisation's sustainable initiatives, tells us that according to the Irish Public over half of the organisations studied are doing an inadequate or fairly mediocre job in Sustainability, while the other half have robust Sustainability strategies in play.

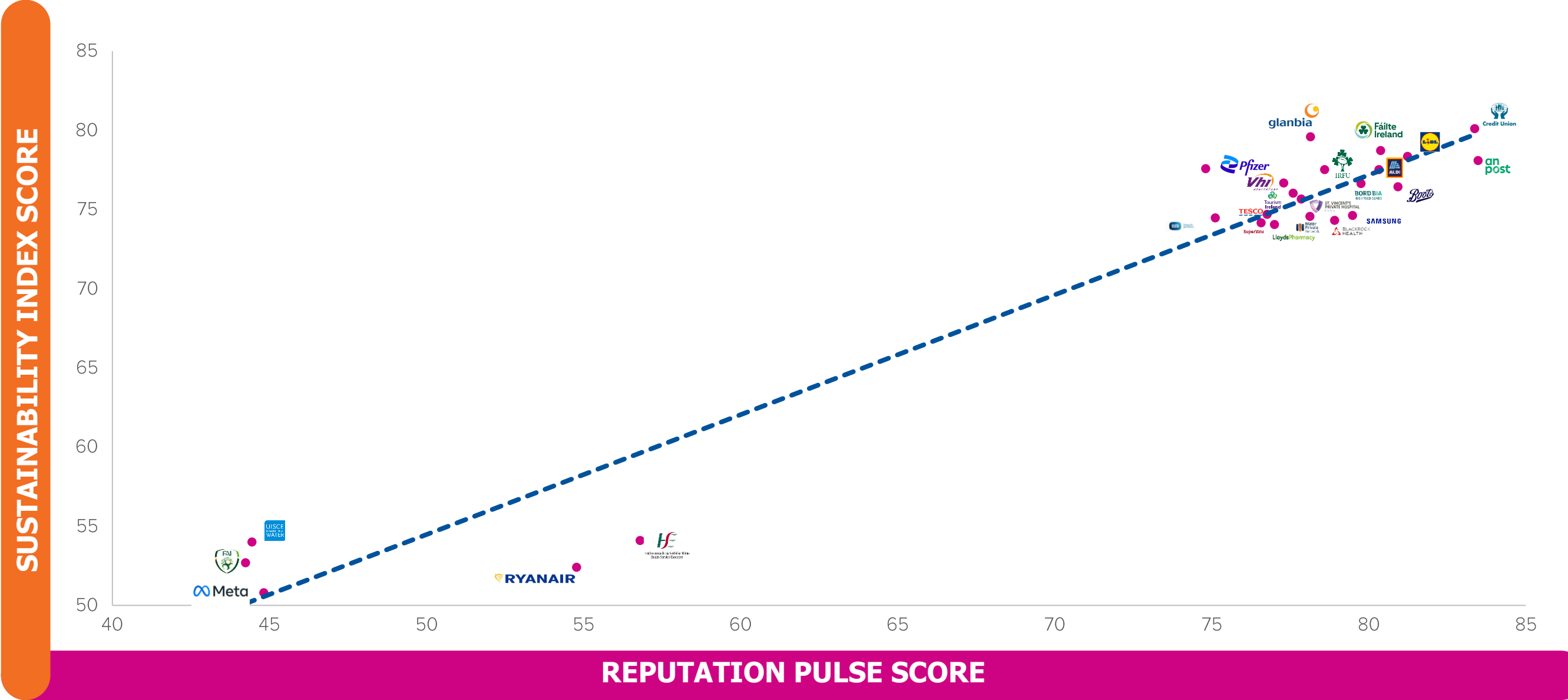
We know that many organisations are working hard and investing more each year on their Sustainability agendas, but they continue to struggle to achieve cut through and to really embed themselves in consumers minds as leaders in sustainability and that's what we are measuring here today.

# Companies with an Excellent Sustainability Index see more commercial success



# Correlation between Sustainability and Reputation 2022

Top 20 + Bottom 5 Sustainability Index Scores



# Correlation between Sustainability & Willingness to Trust 2022

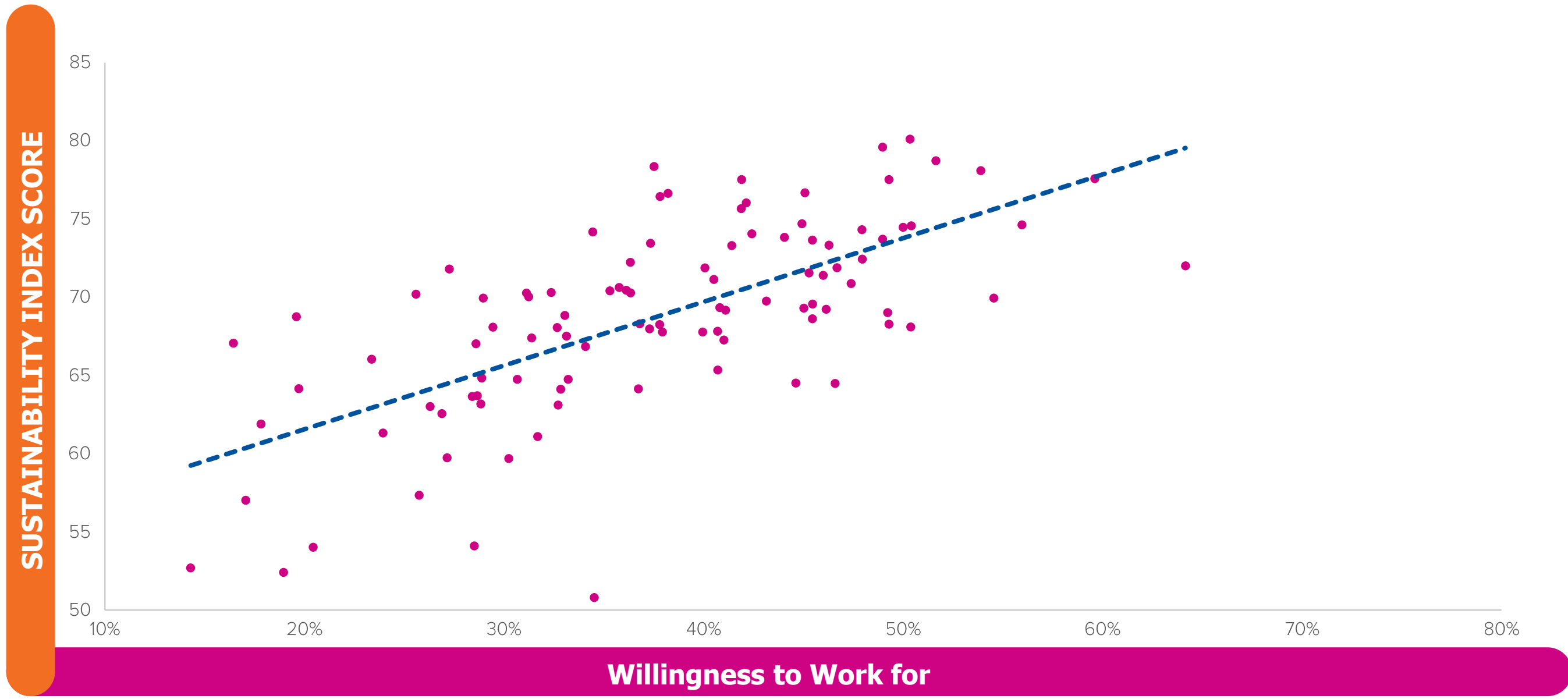




# Correlation between Sustainability & Willingness to Buy 2022

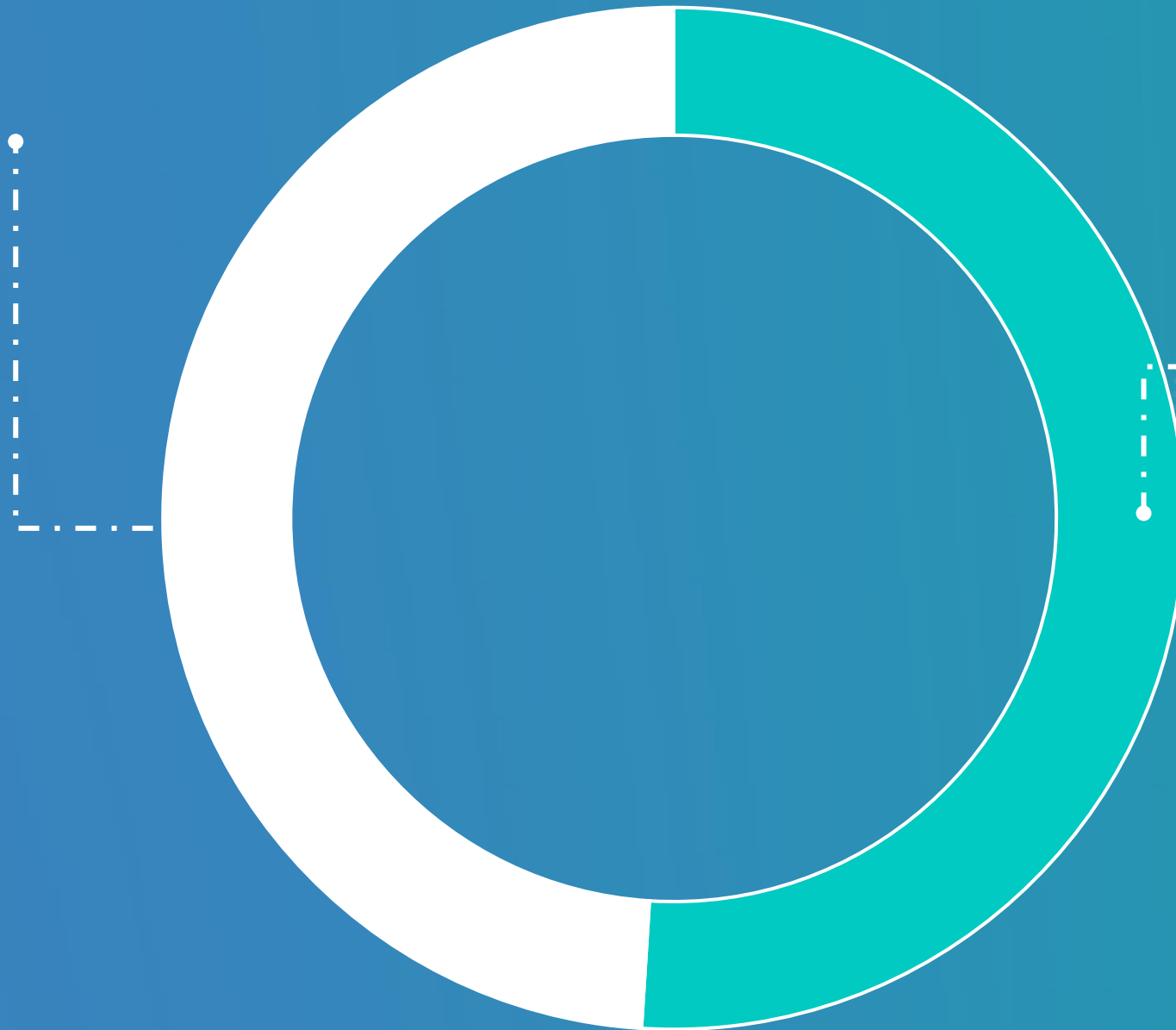


# Correlation between Sustainability & Willingness to Work For 2022



# Sustainability Drives Reputation

**51%**  
**Sustainability**  
(Environmental Impact, Social Performance, Conduct, and Workplace)



**49%**  
**Enterprise**  
(Products & services, Innovation, Leadership and Performance)

## How important is Sustainability overall in building Reputation and Trust?

Each year we carry out a Driver Analysis across the 100 organisations in our Ireland RepTrak study. We assess the relative contribution of each of the seven drivers and the now 27 underpinning factors that build an organisation's reputation and contribute to the Reputation Pulse score.

In other words which drivers and factors have the most impact on an organisation's reputation with the public? This is calculated using a Factor Adjusted Linear Regression modeling procedure. We repeated this exercise using our expanded Sustainability model to obtain fresh insights this year.

So, you could think about Products & services and Innovation as being the **Tangible** part of your business, worth just over 27% of your organisation's reputation. You could then think about Leadership and Performance as portraying the **Solidity** of your business, worth just under 22% of your organisation's reputation.

Together, we call these four the **Enterprise factors** and they account for 49% of what drives an organisations reputation in Ireland today.

**Sustainability**, which as we saw, comprises Environmental Impact, Social Performance, Conduct, and Workplace, drives 51% of an organisation's Reputation. These more intangible drivers and factors are now more important to your reputation than what you sell.

The importance of Sustainability has been trending upwards steadily over the last few years. In 2018, it drove 47% of Reputation. If we look back as far as 2013 it was just 44% in Ireland.

These somewhat intangibles of Sustainability/ESG will become highly tangible very shortly with new global sustainability reporting standards from the International Financial Reporting Standards (IFRS) Foundation's International Sustainability Standard Board (ISSB) and the EU Commission's Corporate Sustainability Reporting Directive (CSRD) and European Financial Reporting Advisory Group (EFRAG). In the EU, these are due to apply to Public Interest Entities (listed companies, banks and insurance companies with over 500 employees), Large companies (> 250 employees and/or > €40m Turnover and/or €20m total assets) and Listed SMEs, on a phased basis.



# Importance of Sustainability Factors in driving reputation



# Importance of Sustainability Factors in driving reputation

Organisations are heavily scrutinised on the role they play in Sustainability. The public is also more attuned to the reputation of an organisation than ever before, and for the public - actions speak louder than words.

We analysed which of these 13 sustainability factors are more important than others in driving reputation and positive supportive business outcomes amongst the public?

**Focusing on Conduct** first, We see that *Being Fair in the way it does business*, with a 5% weighting, is the most important aspect of Conduct. *Being Ethical, Open and transparent* are also important, while *Supply chain management* comes in fourth place.

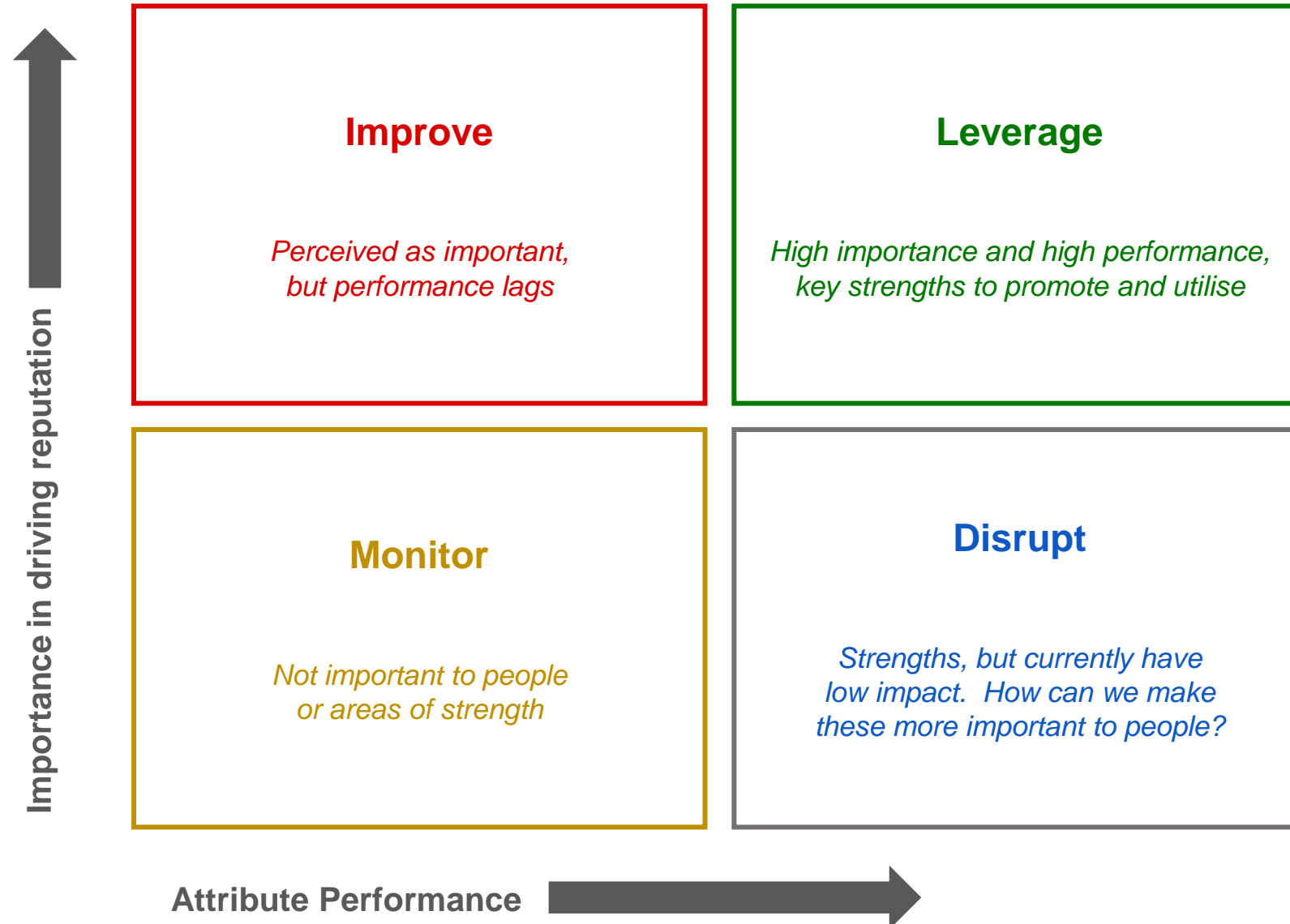
Within **Social Performance**, *Having a positive influence on society and Improving the lives of people and their communities*, with a 5.2% weighting each, are the most important attributes followed by *Economic contribution and Supporting good causes*.

Within **Workplace**, it's striking that *Concern for employee health and well-being* with a 3.8% weighting is more important to the public than *Offering equal opportunities or Rewarding employees fairly*.

And finally, within **Environmental Impact**, the public's concern is equally balanced between *Protecting the environment* and *Reducing environmental footprint*. Disappointingly, despite the critical importance of a Clean, Health and Sustainable Environment to our world, these are not the major drivers of reputation and support amongst the public. We need to understand what we can do to increase the importance amongst consumers and help them to play their part.

# Strategic Imperatives

Mapping attribute performance vs. importance shows areas of strength, vulnerabilities, and areas where we can disrupt.



## Strategic Imperatives

Many of our clients will recognise our Strategic imperatives charts from viewing their own custom reputation audit reports.

To quickly explain the slide I'm about to show you, we place all 27 factors that drive reputation, by score along the X axis, showing how well our 100 organisations are perceived overall across these scores. We place these same 27 factors by importance in driving reputation on the Y axis. This allows organisations to prioritise their strategic actions.

We'll start in the top right, with the Green **Leverage quadrant**. The attributes that fall into this quadrant are key strengths organisations can leverage, because they have Strong scores in some of the most important drivers of their Reputation.

Then moving left into the Red quadrant, these attributes are **High Priority for Improvement**, as they are amongst the most important attributes in driving reputation, yet organisations are falling behind the public's expectations in Ireland today.

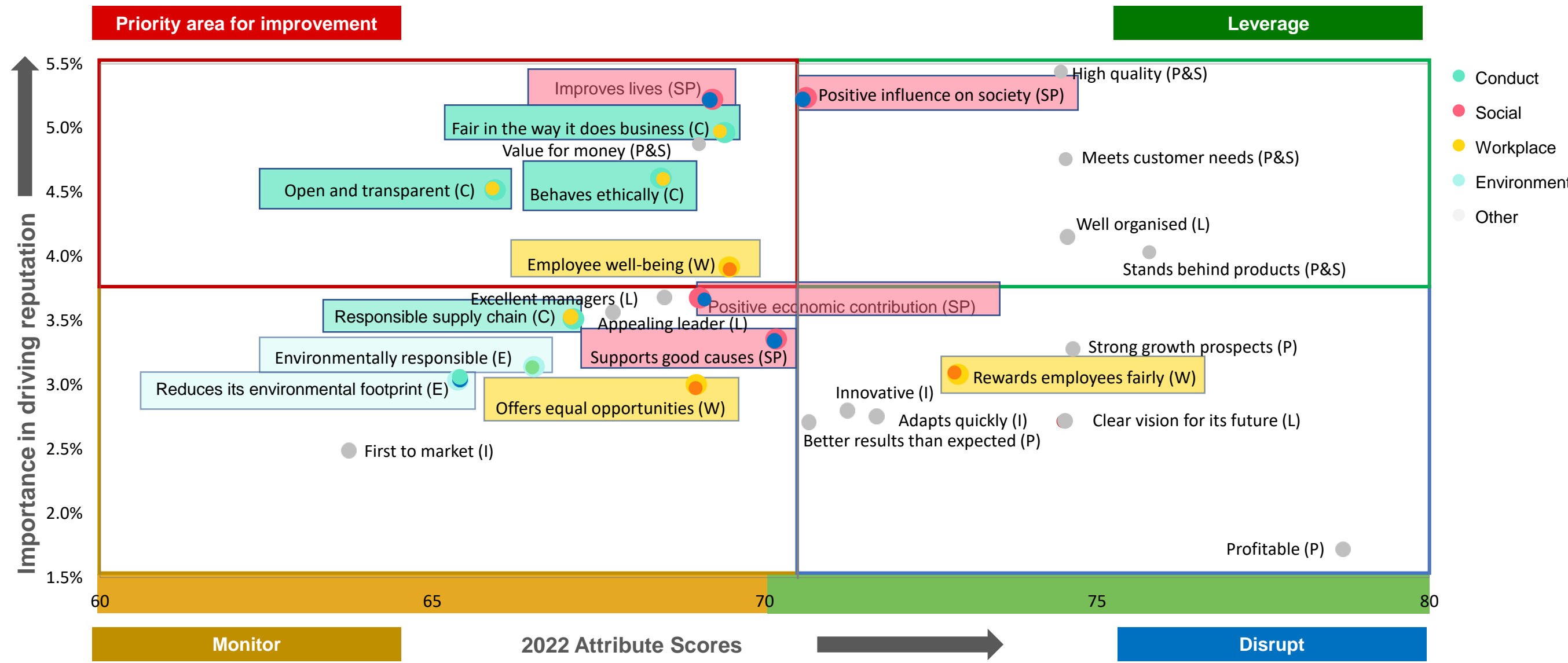
The lower left Gold quadrant is an area for organisations to **Monitor**, because while organisations in Ireland are not performing well here, these factors are of lower importance to the public's assessment of their Reputation. However, when we see Environmental factors in this quadrant, we know that we need to do a better job to convince the public of their importance to our world.

In the lower right Blue **Disrupt** quadrant are factors where organisations are performing well with Strong scores, but in areas that are not as important in driving reputation as those above the mid-line in this chart. These could be leveraged if the organisation can make them more relevant to the public.



# Strategic Imperatives for 100 organisations in Ireland - 2022

## Focus on Sustainability



# Strategic Imperatives

We'll start with **Social performance**, where we see that *Improves the lives of people and their communities* attribute and *Positive influence on society* are the highest priority of all 13 Sustainability factors. The Public does not truly that our 100 organisations *Improve lives* and so it sits in the High Priority for Improvement quad. The public does however believe that these same organisations are a *Positive influence*, hence it lies in the Leverage quad, just behind *High Quality Products & services*.

*Making a positive economic contribution* and *Supports good causes* both fall into the **Monitor Quadrant** because while the Public believes that organisations are doing a mediocre job here, these are not the most important in driving reputation.

We've highlighted the **Conduct** attributes in green, and you can see that organisations in Ireland are performing below the public's expectations **on all four - these average scores are disappointing to see in Ireland today**. Three of these are highly important in building Reputation, and we encourage organisations in Ireland to place a higher priority on proving to the public that they are *Fair, Ethical, Open and transparent*.

**Workplace attributes**, in Orange, are spread over three quadrants. *Employee well-being* is a High priority area for improvement.

It likely won't surprise many of you that the public feels organisations are underperforming on **Environmental attributes**, but it may surprise you to see that these fall into the Monitor quadrant because they are not as important in building an organisational Reputation. This is of real concern to us given the importance and deterioration of our global environment today.

Overall, on the right half of this chart, where organisations in Ireland generally meet the public's expectations and receive Strong scores, 10 of these 12 attributes relate to the Enterprise, while on the left-hand side, where organisations in Ireland are typically underperforming, we find 11 Sustainability attributes and only four of the Enterprise attributes.

Only two of the 13 Sustainability factors have received Strong scores, while 11 have received just Weak to Moderate scores across our 100 organisations this years. Clearly organisations need to up their game in both their Sustainability strategies and in the communications and experiences of these strategies amongst the public.

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# Insights from Thought Leaders





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## Insights from Leaders



**Paul Kelly**

CEO

Fáilte Ireland

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## Insights from Leaders



**Michael Patten**

Chief ESG & Corporate  
Affairs Officer  
Glanbia



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Ireland RepTrak® Sustainability Index 2022  
**Top 100 Ranking**

# Ireland RepTrak® Sustainability Index 2022

Overall Sustainability Score

Ranked 100 – 76

100 	99	98 	97	96 
 Meta	 RYANAIR			 Féilimneamh na Seirbhíse Sláinte Health Service Executive
50.8	52.4	52.7	54.0	54.1
95 	94 	93 	92	91
				
57.0	57.3	57.9	59.7	61.1
90	89	88	87	86
				
61.3	61.9	62.6	63.0	63.1
85	84 	83	82	81 
				
63.2	63.6	63.7	64.1	64.1
80	79	78 	77	76
				
64.1	64.5	64.5	64.7	64.8

POOR 0-39

WEAK 40-59

AVERAGE 60-69

STRONG 70-79

EXCELLENT 80+

# Ireland RepTrak® Sustainability Index 2022

Overall Sustainability Score

Ranked 75 – 51

75 PENNEYS <small>Sponsored by PRIMARK</small>	74 ▼ Coca-Cola	73 Bus Éireann	72 ▼ Iarnród Éireann Irish Rail	71 applegreen
64.8	65.3	66.0	66.8	67.0
70 CIRCLE K	69 Grant Thornton	68 ▼ SPAR	67 ▼ Bord Gáis Energy	66 Janssen <small>PHARMACEUTICAL COMPANIES of Johnson &amp; Johnson</small>
67.1	67.3	67.4	67.5	67.8
65 BAUER MEDIA GROUP	64 THE IRISH TIMES	63 ▲ BROWN THOMAS	62 Bord na Móna	61 ▼ enÉrgia
67.8	67.8	68.0	68.1	68.1
60 ▼ DIAGEO	59 ▲ OLYMPIC FEDERATION OF IRELAND	58 ▲ EY	57 EBS	56 AVIVA
68.1	68.2	68.3	68.3	68.6
55 ▼ Centra <small>LIVE EVERY DAY</small>	54 sse	53 Deloitte.	52 VW	51 HEINEKEN
68.7	68.8	69.0	69.2	69.2

POOR 0-39

WEAK 40-59

AVERAGE 60-69


























STRONG 70-79

EXCELLENT 80+

# Ireland RepTrak® Sustainability Index 2022

Overall Sustainability Score

Ranked 50 – 31

50	49	48	47	46 
		Aer Lingus 		
69.3	69.3	69.6	69.8	69.9
45	44	43 	42	41 
				
69.9	70.0	70.2	70.3	70.3
40	39	38	37 	36
				
70.3	70.4	70.4	70.6	70.9
35	34	33	32	31 
				
71.1	71.4	71.5	71.8	71.9

POOR 0-39

WEAK 40-59

AVERAGE 60-69

STRONG 70-79

EXCELLENT 80+

# Ireland RepTrak® Sustainability Index 2022

Overall Sustainability Score

Ranked 30 – 11

30  71.9	29  72.0	28   72.2	27  Irish Distillers Pernod Ricard 72.4	26  73.3
25  73.3	24  COILLTE GROW - TRANSFORM - SUSTAIN 73.4	23   BON SECOURS HEALTH SYSTEM 73.6	22  ENTERPRISE IRELAND 73.7	21  73.8
20  74.1	19  74.2	18  BLACKROCK HEALTH 74.3	17  ESB Energy for generations 74.5	16   Mater Private Network 74.6
15   74.6	14  74.7	13   ST. VINCENT'S PRIVATE HOSPITAL 75.7	12  Tourism Ireland 76.0	11  76.4

POOR 0-39

WEAK 40-59

AVERAGE 60-69

STRONG 70-79

EXCELLENT 80+



# IRELAND REPTRAK® SUSTAINABILITY INDEX 2022

## RANKED 10 - 6

10

**BORD BIA**  
IRISH FOOD BOARD

76.6

9 

**Vhi**  
HEALTHCARE


76.7

8


**ALDI**

77.5

7

  
IRFU

77.5

6 

**Pfizer**

77.6

POOR 0-39

WEAK 40-59

AVERAGE 60-69

STRONG 70-79

EXCELLENT 80+

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# Ireland RepTrak® Sustainability Index 2022

## **Top Five Winners**


# IRELAND REPTRAK® SUSTAINABILITY INDEX SCORE 2022

## RANKED 5 - 1

5  
**an post**  
78.1

4  
**LIDL**  
78.4

3   
 **Fáilte Ireland**  
78.7

2   
**glanbia**  
79.6

1   
**Credit Union**  
80.1

POOR 0-39

WEAK 40-59

AVERAGE 60-69

STRONG 70-79


EXCELLENT 80+



# Ireland RepTrak® Sustainability Index 2022

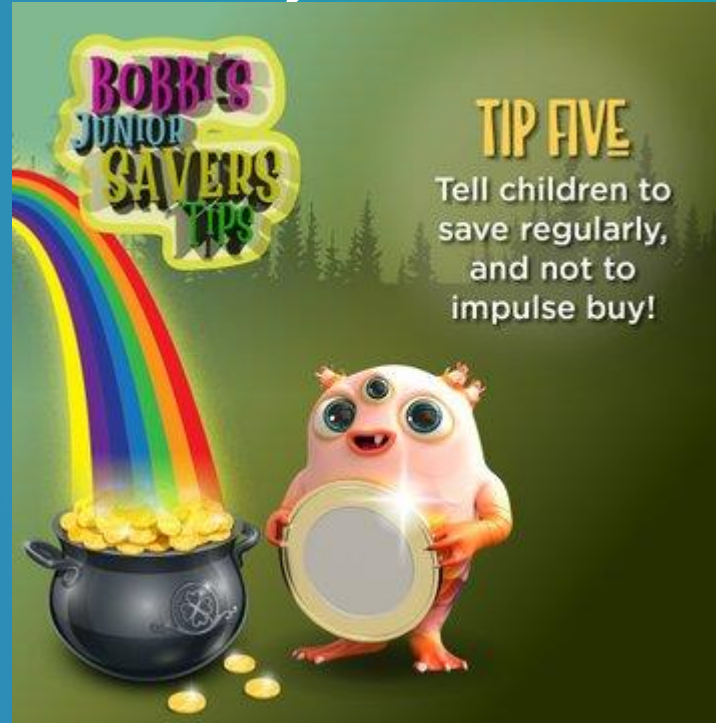
## Overall Winner

1



Credit Union

80.1



POOR 0-39

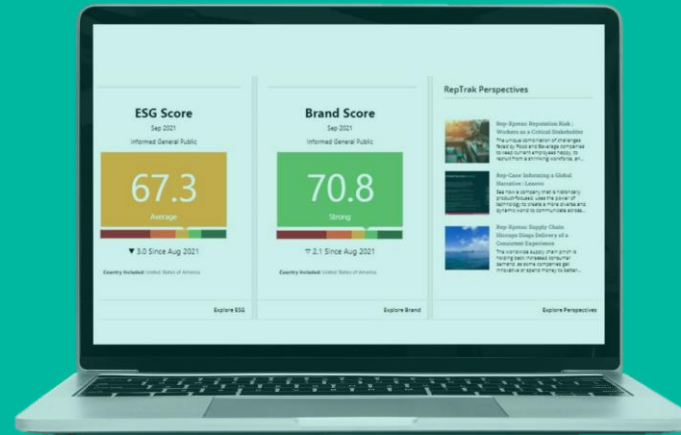
WEAK 40-59

AVERAGE 60-69

STRONG 70-79

EXCELLENT 80+

# Introducing The RepTrak Platform



Reputation Drivers Comparison with Benchmarks

Compare your Reputation Drivers Scores with benchmarks, on a 0-100 scale, ranging from poor to excellent.

Company	Globex	Transportation Industry	Cyberdyne	Initech				
Driver	Score	Change	Score	Change	Score	Change	Score	Change
Products/Services	73.9	▲ 0.4	72.3	▲ 1.0	67.7	▼ 0.9	77.0	▲ 4.2
Performance	73.5	▲ 2.1	71.8	▲ 1.0	67.5	▼ 3.3	74.6	▲ 3.4
Leadership	71.3	▲ 1.2	69.6	▲ 0.1	66.3	▼ 3.6	74.1	▲ 2.0
Workplace	71.3	▲ 0.5	69.2	▼ 0.1	64.2	▼ 6.7	73.5	▲ 3.3
Governance	70.5	▲ 1.1	68.9	▲ 0.4	64.2	▼ 1.6	74.3	▲ 3.2
Citizenship	69.4	▲ 2.0	67.4	▲ 0.9	62.4	▼ 2.5	72.2	▲ 2.9
Innovation	67.7	▲ 2.5	65.3	▲ 2.1	59.6	▼ 1.5	69.2	▲ 5.5

Statistically Significant Change Since Jul 2021: ▲ Yes, ▼ No



# NEW – The RepTrak Platform



## Insights

On-demand Reputation data on your organisation and your benchmarks

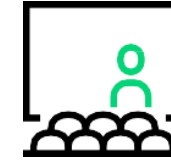
- **Direct online access** to the latest data
- **Most comprehensive, 360°** view
- **Reputation, brand, ESG, leading indicator,** and **media** insights
- **Global gold standard** reputation and business impact measurement
- **Benchmarked** against your competitors
- **Continuous year-round** tracking
- **Updated** monthly



## Advisory

Strategic guidance from your local Reputation Management experts

- Long-term **strategic partner** committed to your success
- Providing **expert perspective** on your reputational position
- **Strategy meetings** with meaningful, unbiased, and **actionable recommendations** to defend and build Reputational capital
- Client **support** and training



## Community

A global peer network with exclusive international thought leadership

- Extensive **digital library** of original, premium content
- **Expert-led events** offered around the globe
- Peer learning forums to hear **new ideas** and implement **best practices**
- Business **roundtable** discussions
- **Executive** dinners
- Signature bi-annual **summits**

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# Ireland RepTrak® Sustainability Index 2022 **In Summary**



# Takeaways - Ireland RepTrak® Sustainability Index 2022

Purpose

Create value

Sustainability  
drives  
Reputation

Leaders role

Strategic process

# Ireland RepTrak® Sustainability Index 2022

## So, to end we have five key take-aways:

1. A clear sense of Purpose should be at the core of your Sustainability strategy
2. Creating value for your key stakeholders, will deliver long-term value for your organisation and its shareholders.
3. Understand the big drivers of building reputation in Sustainability - *Being a Positive influence on Society, Improving the lives of others, Being Fair, Ethical, Open and Transparent in the way you run your business.*
4. Leaders have an important role to play in guiding and resourcing their organisations towards a clear purpose, driving sustainability strategies and in communicating on behalf of their organisations.
5. We bring our clients through a strategic communications process that links Purpose, Sustainability and Reputation together, to help build sustainable, profitable and valuable businesses, with value created across all key stakeholders.

Thank you again to our guest speakers Paul Kelly and Michael Patten as well as the agency team who put this study and event together once again.