

Ireland
RepTrak®

CELEBRATING
14
YEARS OF
REPUTATION

Building a Great Workplace Reputation

10th May 2023
The Merrion Hotel



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.

Our theme today is *Building a Great Workplace Reputation.*

We were struck by a key finding in our study this year that, of the 23 factors that drive an organisation's reputation, the largest decline in this year's study was in the public's perceptions that organisations *Demonstrate concern for the health and well-being of their employees*, an 8% decline.

This reflects concerns, and a subsequent reputational backlash, over recent staff layoffs and downsizing, staff relocations, and requests that staff return to the office following the pandemic.

The Global RepTrak study found that the public, when asked what would be their top concern if there was a recession, named *Avoiding staff layoffs* as their highest priority, far ahead of *Maintaining prices*.

We were also struck that the single biggest business threat identified in Dublin Chamber's Q1 2023 Business Outlook study, which represents over 1,000 businesses, was *Attracting and retaining the best people*.

Hence, our special focus today on Workplace.

Today's agenda

Welcome & Key Insights



Niamh Boyle
CEO
The Reputations Agency

Understanding Your Reputation



Marna Harmey
Client Director
The Reputations Agency

Workplace Reputation



Dr Caroline Whelan
Group CEO
Blackrock Health



Jim O'Toole
CEO
Bord Bia



Catherine Keogh
Chief Corporate Affairs &
Brand Officer, Kerry Group

Ireland RepTrak 2023 Results & Awards

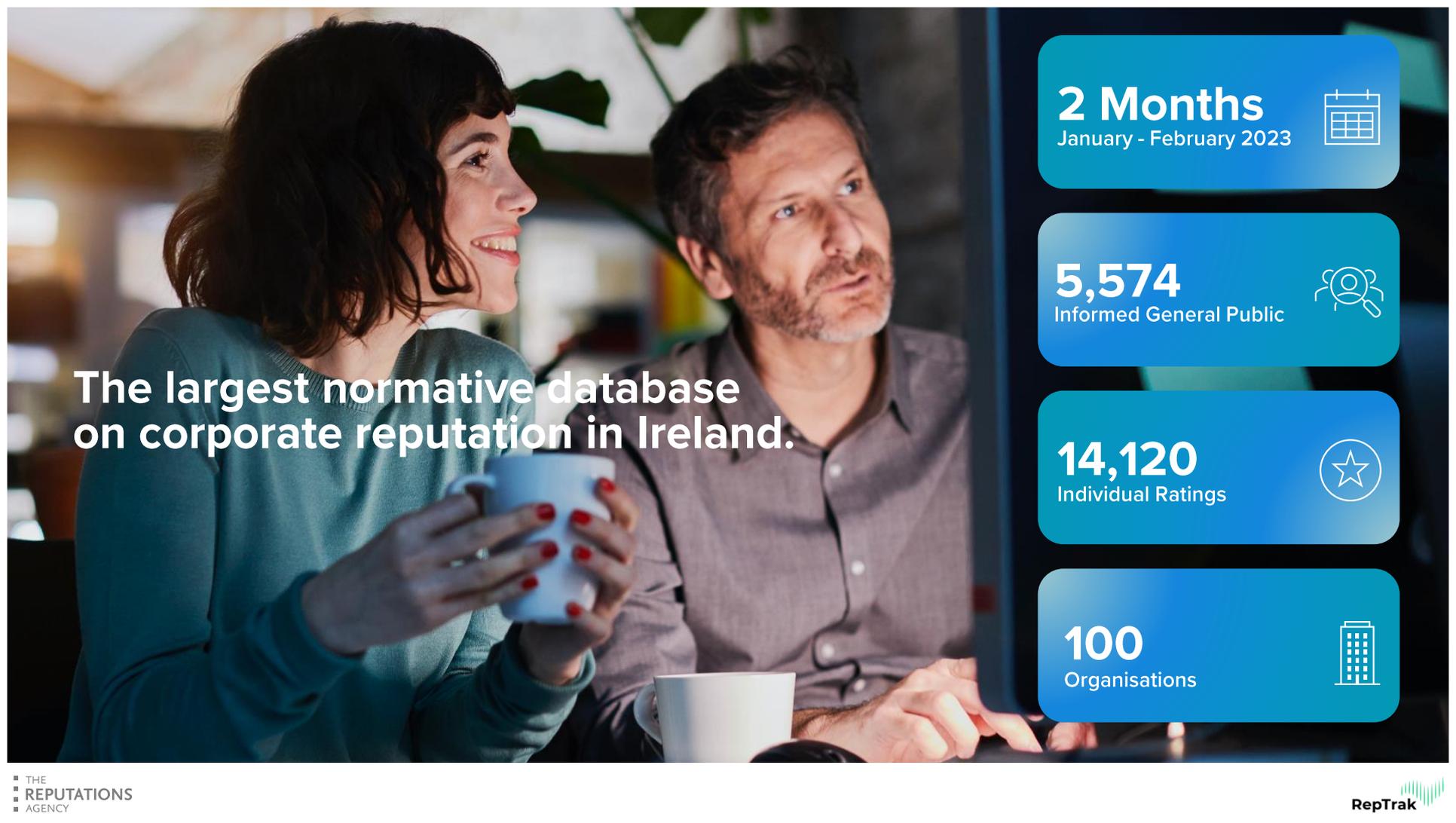


David O'Síocháin
Director of Communications
The Reputations Agency

A woman with blonde hair, wearing a blue blazer and a patterned scarf, is smiling and pointing with a blue marker towards a whiteboard. The whiteboard has handwritten text including 'BUSINESS STRATEGY', 'TARGET MARKET', 'KEY MESSAGE', and 'POSITION'. The background is a blurred office setting. The entire image has a blue-green color overlay.

Ireland
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Key Insights from our Ireland RepTrak 2023 study



The largest normative database
on corporate reputation in Ireland.

2 Months

January - February 2023



5,574

Informed General Public



14,120

Individual Ratings

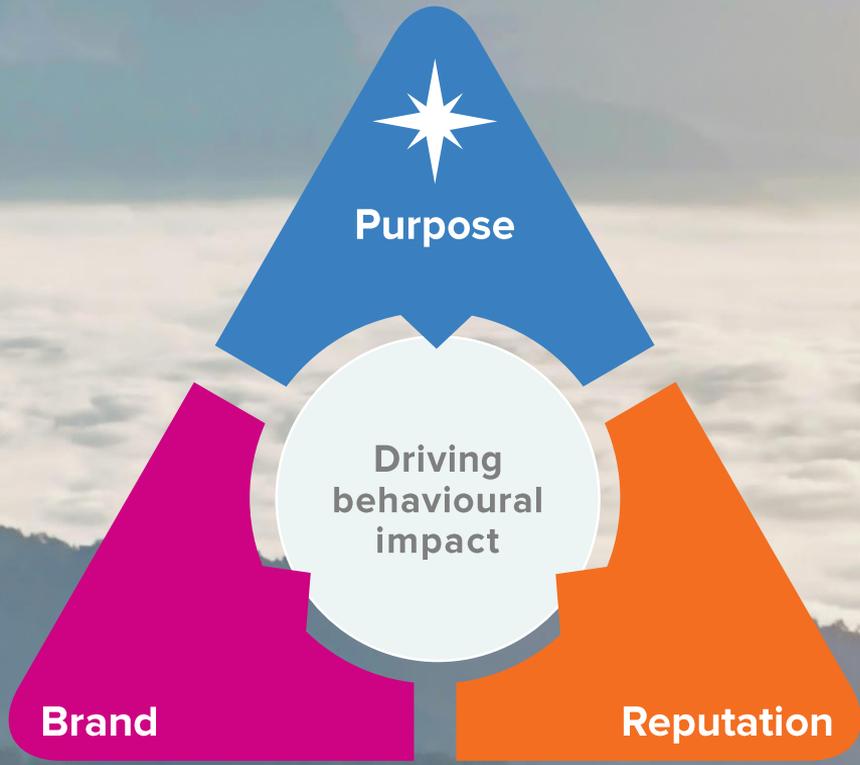


100

Organisations

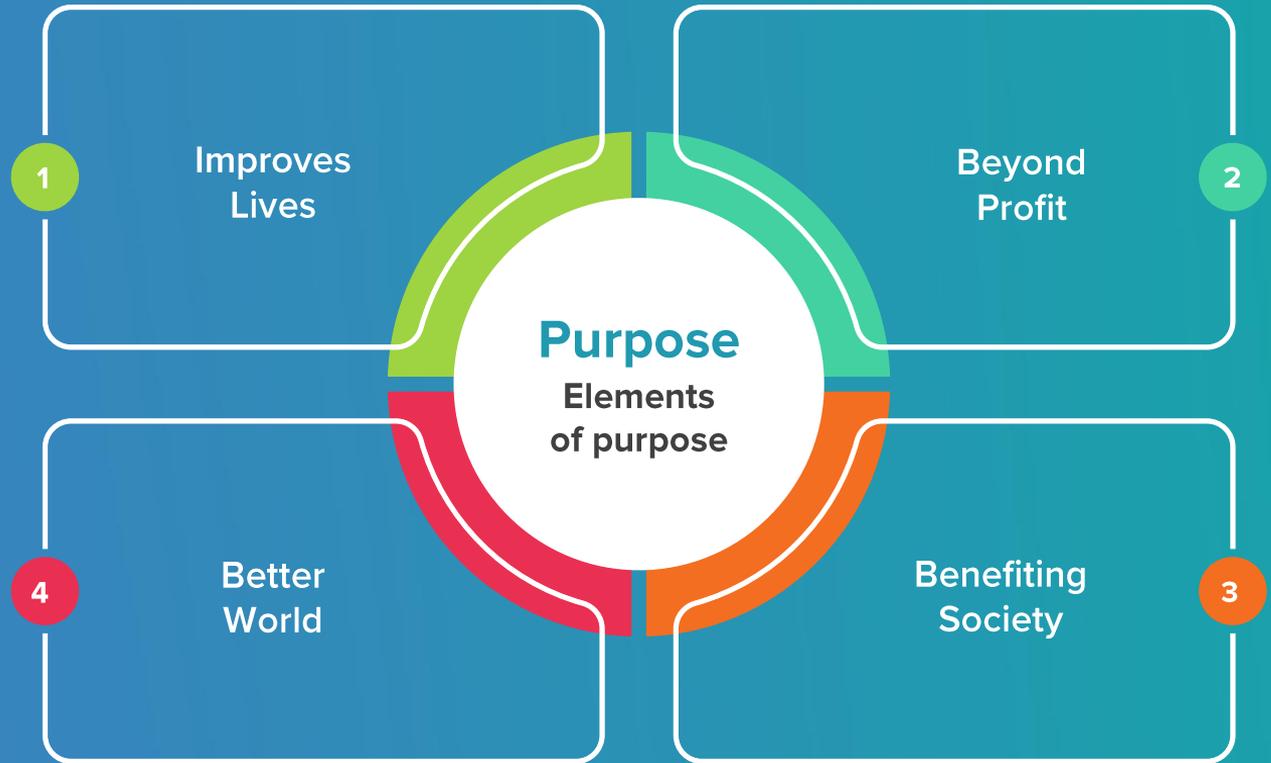


A powerful behavioural trifecta



The Power of Purpose

We all need a sense of Purpose in our lives.



The Power of Purpose

We all need a sense of Purpose in our lives.

Companies need strategies that will bring sustainable, long-term growth, but public expectations of companies has never been greater, and society is demanding that companies, both public and private, serve a social purpose. It isn't just society however; but investors are also insisting on this. Companies must benefit all their stakeholders, including investors & shareholders, but also their employees, customers, and the communities in which they operate.

More and more we are asked to justify our existence by how we contribute to society, community, environment, and the economy.

Ten Most Purposeful Organisations in Ireland

(Alphabetical Order)



an
post

BORD BIA
IRISH FOOD BOARD

COILLTE
GROW · TRANSFORM · SUSTAIN

Credit Union

Enterprise
Ireland

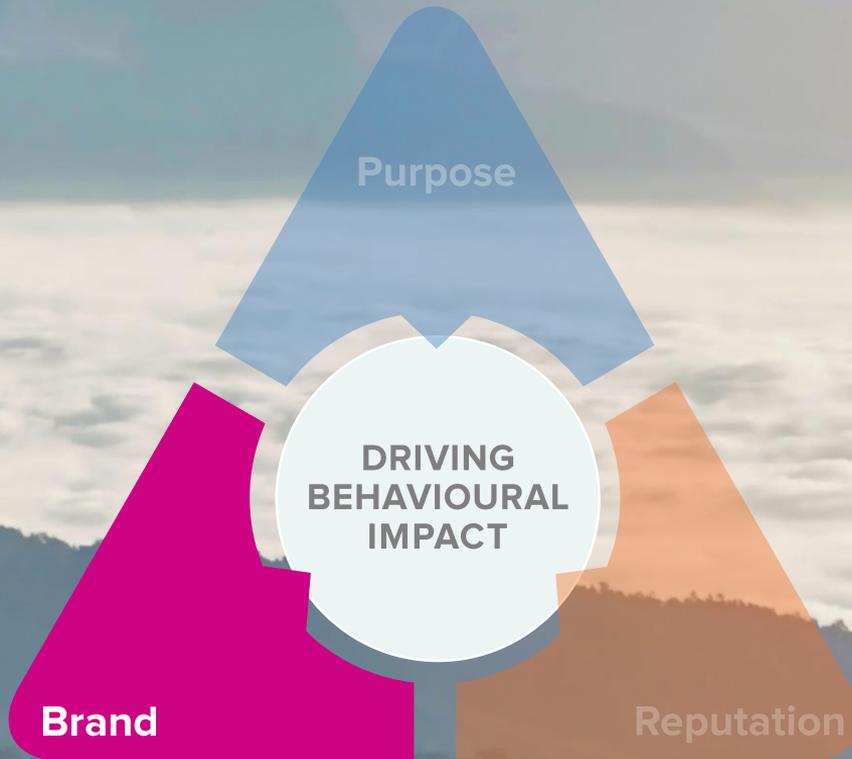
Fáilte
Ireland

IDA
Ireland

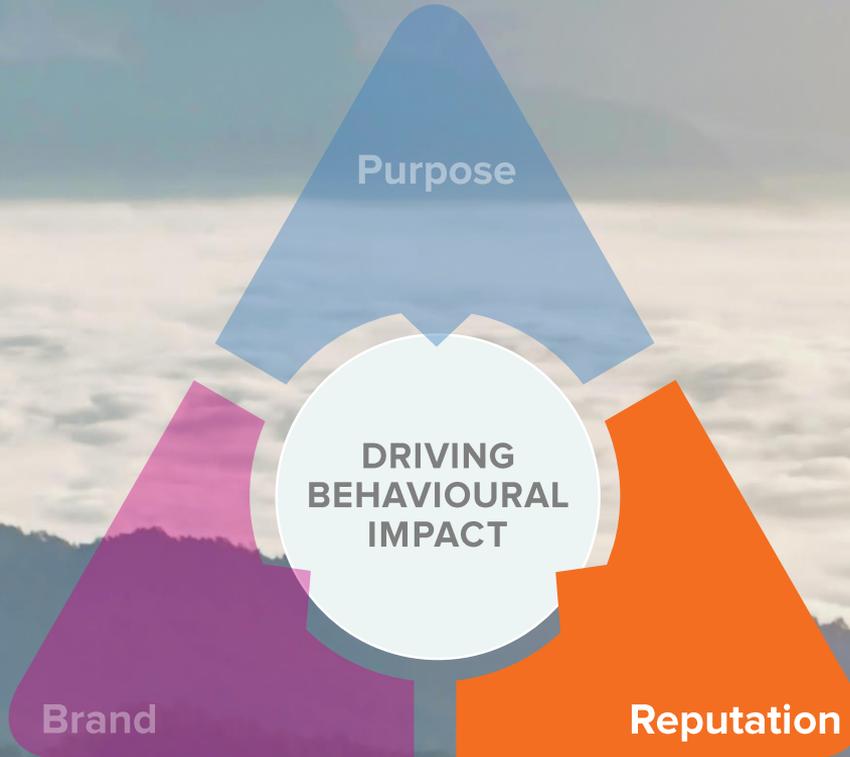
IRFU

Tourism
Ireland

The importance of a compelling brand



Reputation Drives Support



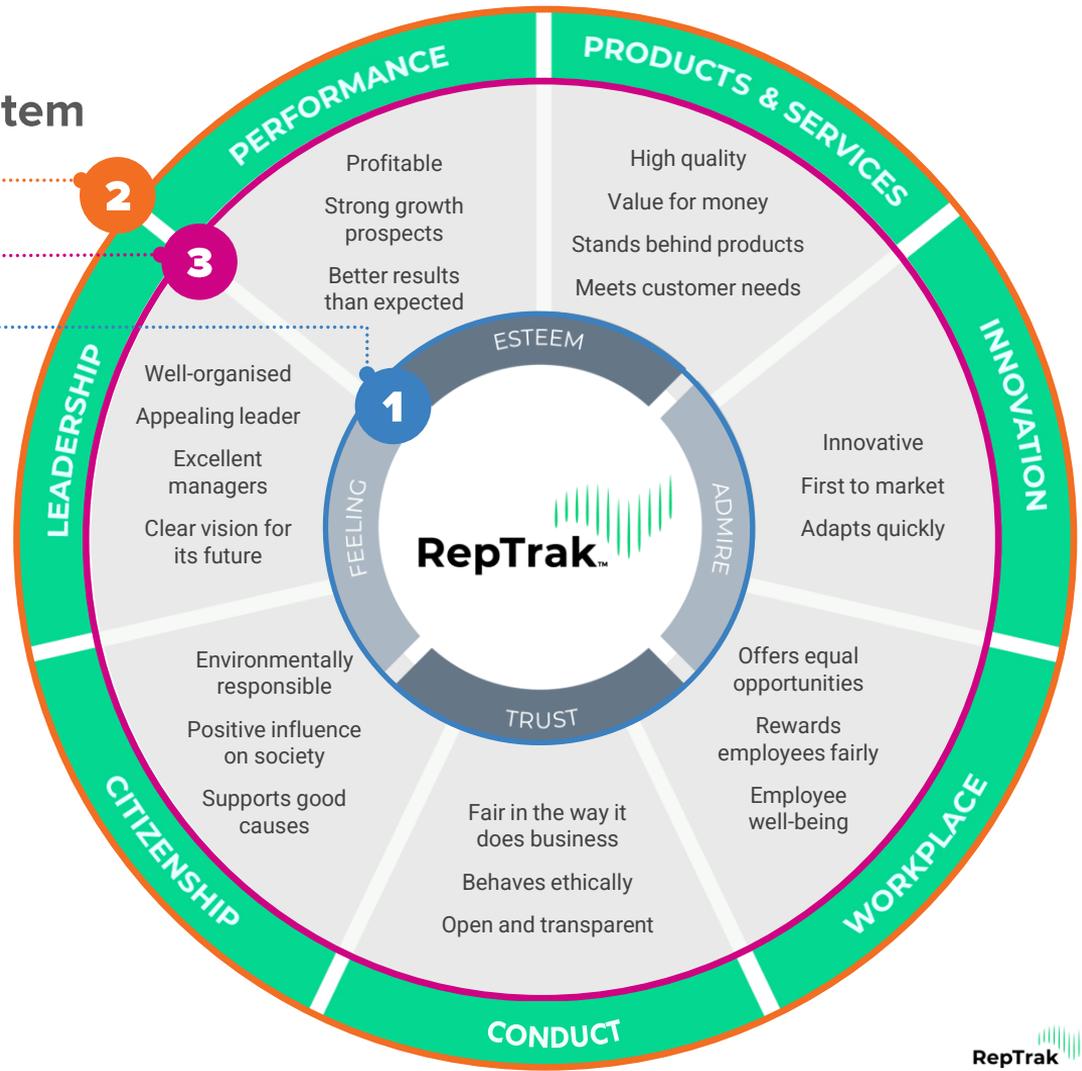
The RepTrak Model

Complete Business Intelligence System

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

2. DRIVERS
 These seven rational drivers have proven to be the pillars of organisational reputation.

3. FACTORS
 The 23 concrete and operational factors that underpin the seven drivers.



Corporate reputation links **directly to stakeholder support**

Intention to buy increases by 6.7% with every 5-point gain in Reputation.

The public is 15 times more Willing to Buy from an organisation with an Excellent Reputation than from a Poor tier organisation



Source: IRT 2023

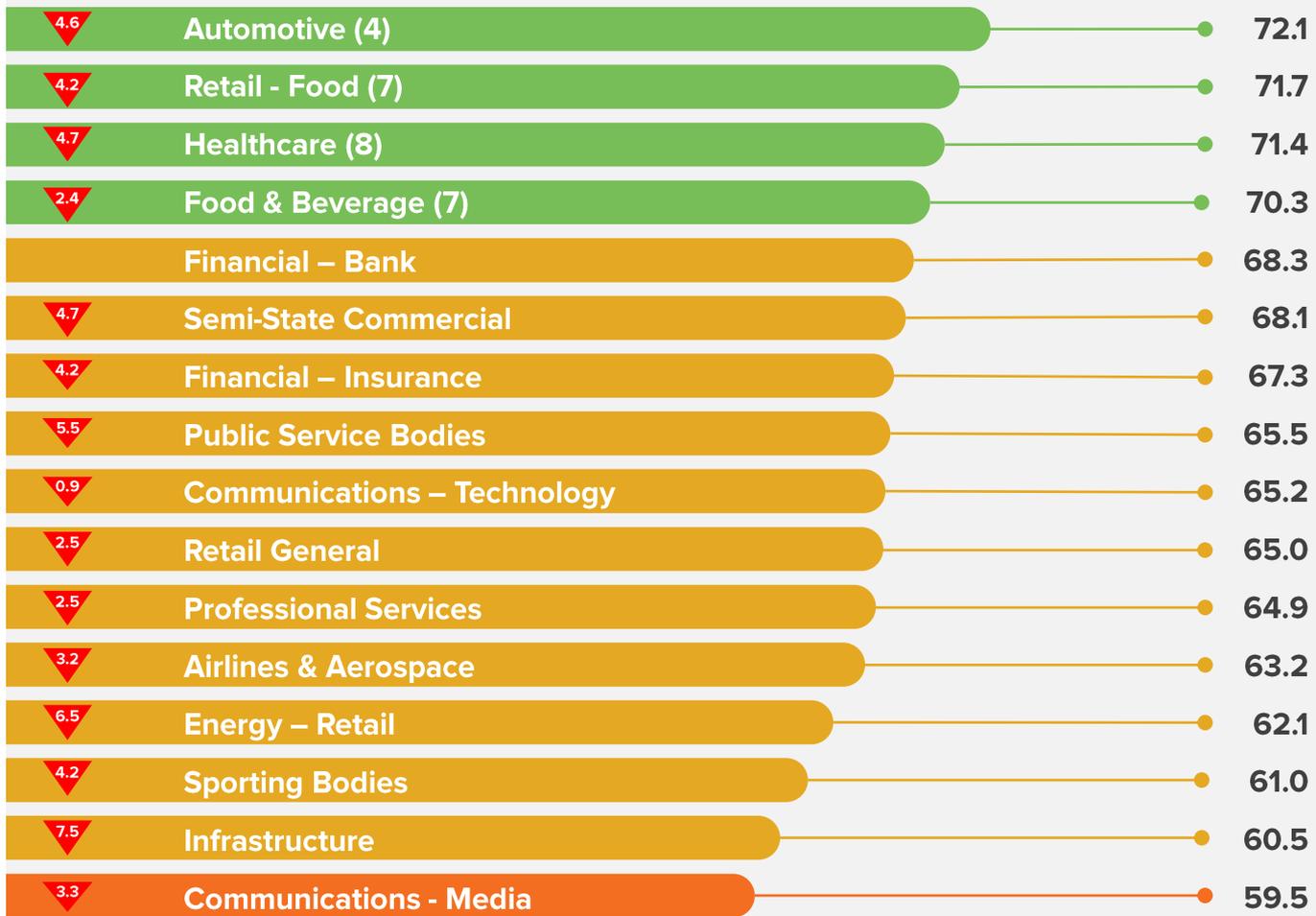
Ireland RepTrak 2023 Trendline

Tracking the average Ireland RepTrak Pulse score across all 100 organisations over 14 years.
3.7-point decline between Q1 2022 and Q1 2023.

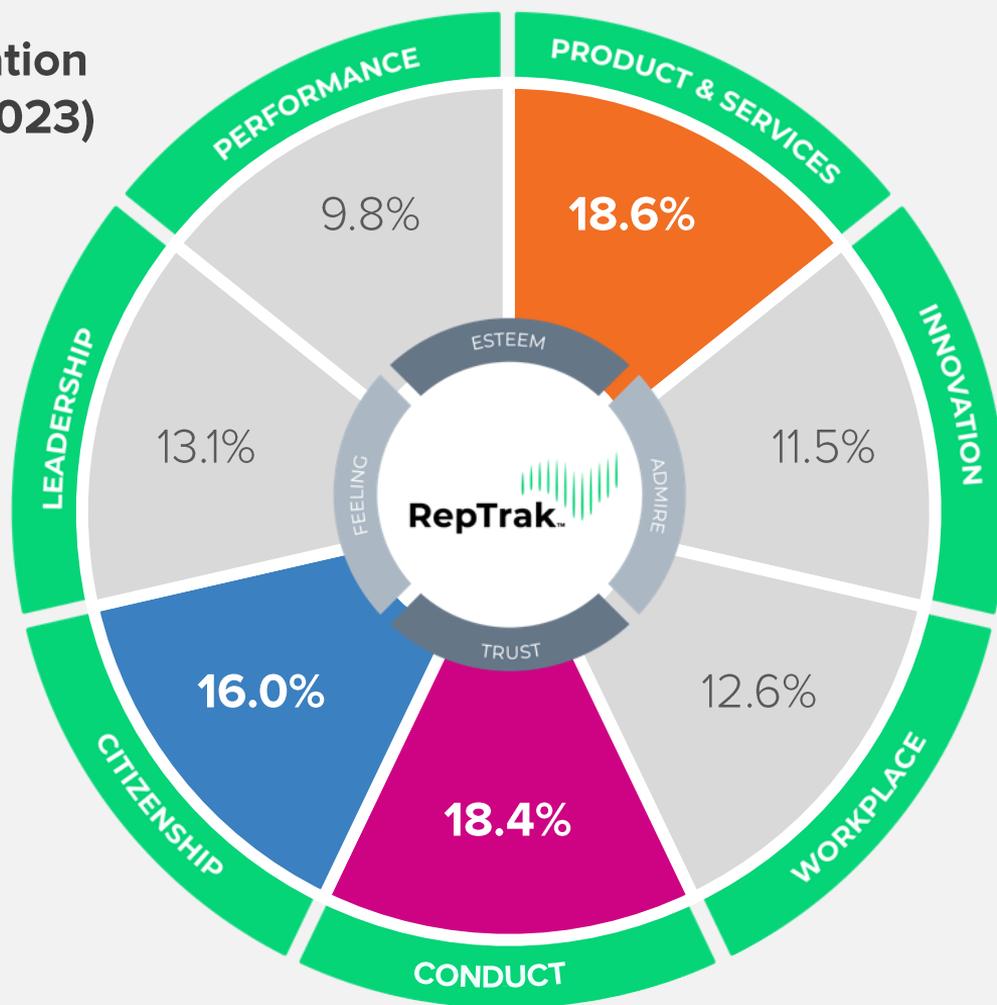


Ireland RepTrak 2023 Industry Ranking

All sectors decline this year, except Financial – Bank, which remained stable.

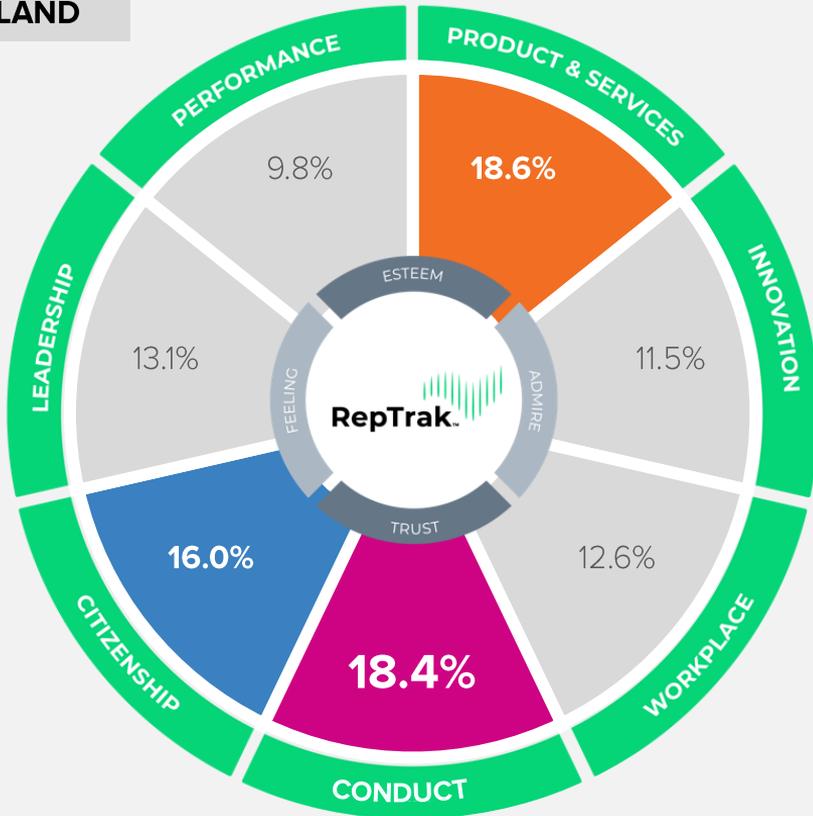


What drives reputation in Ireland? (2021-2023)



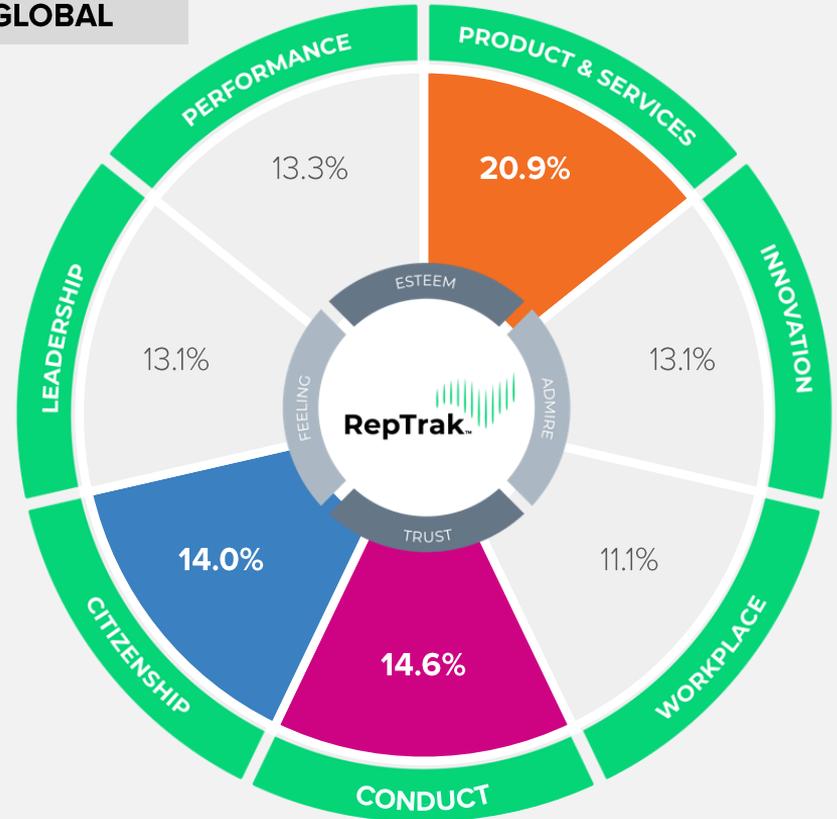
What drives reputation in Ireland and Globally?

IRELAND



Conduct is much more important to the Irish people

GLOBAL



A woman with dark hair tied back, wearing glasses and a black top, is sitting at a wooden desk. She is looking off to the side with a thoughtful expression, her hand resting on her chin. In front of her is an open notebook and a pen. The background is a blurred office or study environment with a window and some greenery. A teal banner with white text is overlaid on the left side of the image.

Declines across all seven
rational drivers of reputation

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Reputation and the Workplace



A very different workplace



83% of Irish employees reluctant to return to offices

Survey from tech comms company Poly



80% of Irish employers not investing in workplace mental health, says report

Study from UCC



43% Remote and hybrid job posts up

Zoom study in collaboration with FRS Recruitment



Trial of a four-day work week gets 100% success rating with Irish employees

Fórsa and carried out in partnership by Four-Day Week Ireland, University College Dublin (UCD), & Boston College



Gen Z job hunters are more worried about a company's reputation than layoffs.

Future of work study, Adobe

A very different workplace

On this slide we've posted some recent workplace insights from various sources and there are articles published every day on the topic.

Workplaces changed dramatically because of the pandemic. Those directly on the service line, especially hospitals, nursing homes, food retailers, and manufacturers, were under huge pressure to perform, while burdened with fears, personal and family illness and huge uncertainty. On the complete opposite side of the coin, office workers were asked to work from home.

Then the intense pressure has eased for those on the front line, while many who found themselves working from home for the first time in their careers, began to enjoy it!

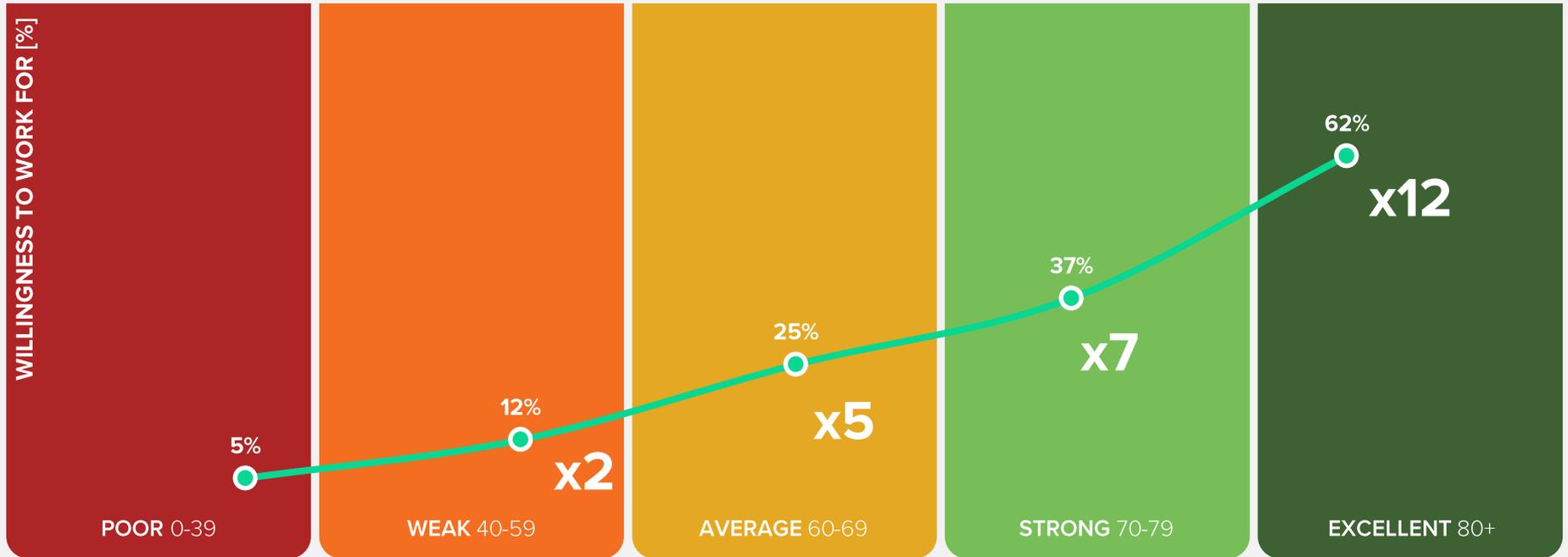
So, we've had vastly different experiences during and coming out of Covid and many simply don't wish to return to the same way of working. At the same time, we've seen the war for talent intensify.

So, what's next for Workplace and how are organisations dealing with the new expectations of their employees while trying to run sustainable and profitable businesses? We'll hear more about this from our panel shortly.

Building Reputation makes you a more attractive employer

Every 5-point gain in Reputation increases propensity to work for an organisation by 4%.

The public is 12 times more Willing to Work for an organisation with an Excellent Reputation than a Poor tier organization.



Source: IRT 2023



Large scale layoffs are eroding perceptions that employers are concerned with employee well being.



Most favourably Perceived Workplaces in Ireland

(Alphabetical Order)



an
post



Boots

BORD BIA
IRISH FOOD BOARD



Credit Union

glanbia

Kellogg's

KERRY



Who do the Irish public most want to work for?

(Alphabetical Order)

an
post



BORD BIA
IRISH FOOD BOARD

Google

Glanbia

Janssen

KERRY

Microsoft

SAMSUNG

TOYOTA

A photograph of a man in a dark sweater and white shirt shaking hands with another person. The image is overlaid with a blue tint. In the background, there is a faint target graphic with concentric circles and a central bullseye.

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Understanding your Reputation

Understanding your Reputation

Organisations with superior reputations demonstrate stronger business performance. They find it easier to build market share, secure customer loyalty, and attract the best talent, they recover from crises more quickly, have stronger relationships with policy makers, regulators, and media, and enjoy the good will of the public.

The best way to set your organisation up for success is to be data driven. Having reliable data to understand stakeholder expectations and really find out who you are in your stakeholders' eyes arms your senior leadership team with the tools to protect and build your organisation's reputation.

Without the deep level understanding, it's difficult or even impossible to manage and build an organisations reputation.

The RepTrak Model: **What We Measure**

THINK

What do your stakeholders think about your organisation?

Reputation Drivers

PRODUCTS & SERVICES

INNOVATION

WORKPLACE

CONDUCT

CITIZENSHIP

LEADERSHIP

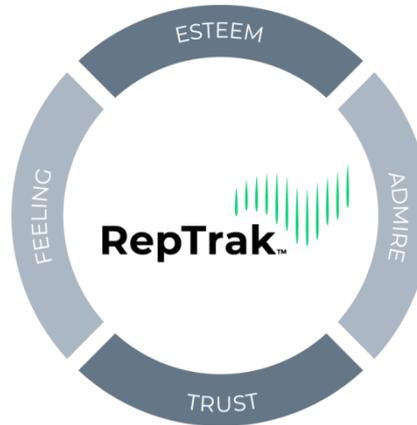
PERFORMANCE

How your stakeholders **assess key business** areas that drive your reputation

FEEL

How your stakeholders feel about your organisation?

Reputation Score



The **emotional connection*** stakeholders have with your organisation

DO

What actions your stakeholders wish to take?

Behaviour

PURCHASE

RECOMMEND

SAY POSITIVE

BENEFIT OF DOUBT

TRUST

INVEST

WORK FOR

The **predictive behaviors** your stakeholders wish to take to support your organisation



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■ REPUTATIONS
■ AGENCY

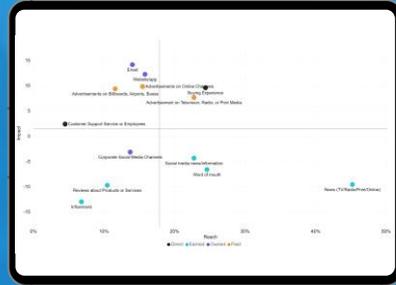
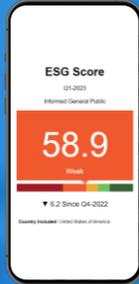
The RepTrak Platform

The RepTrak Platform

Our clients and hundreds of The RepTrak Company's clients worldwide use The RepTrak Platform to track and benchmark their reputations across informed members of the public, aged 18+, every day of the week.

This is a leading cloud-based online reputation intelligence tool combining year-round reputational data with our reputation experts' strategic guidance on how to build and defend your reputation.

The RepTrak Platform



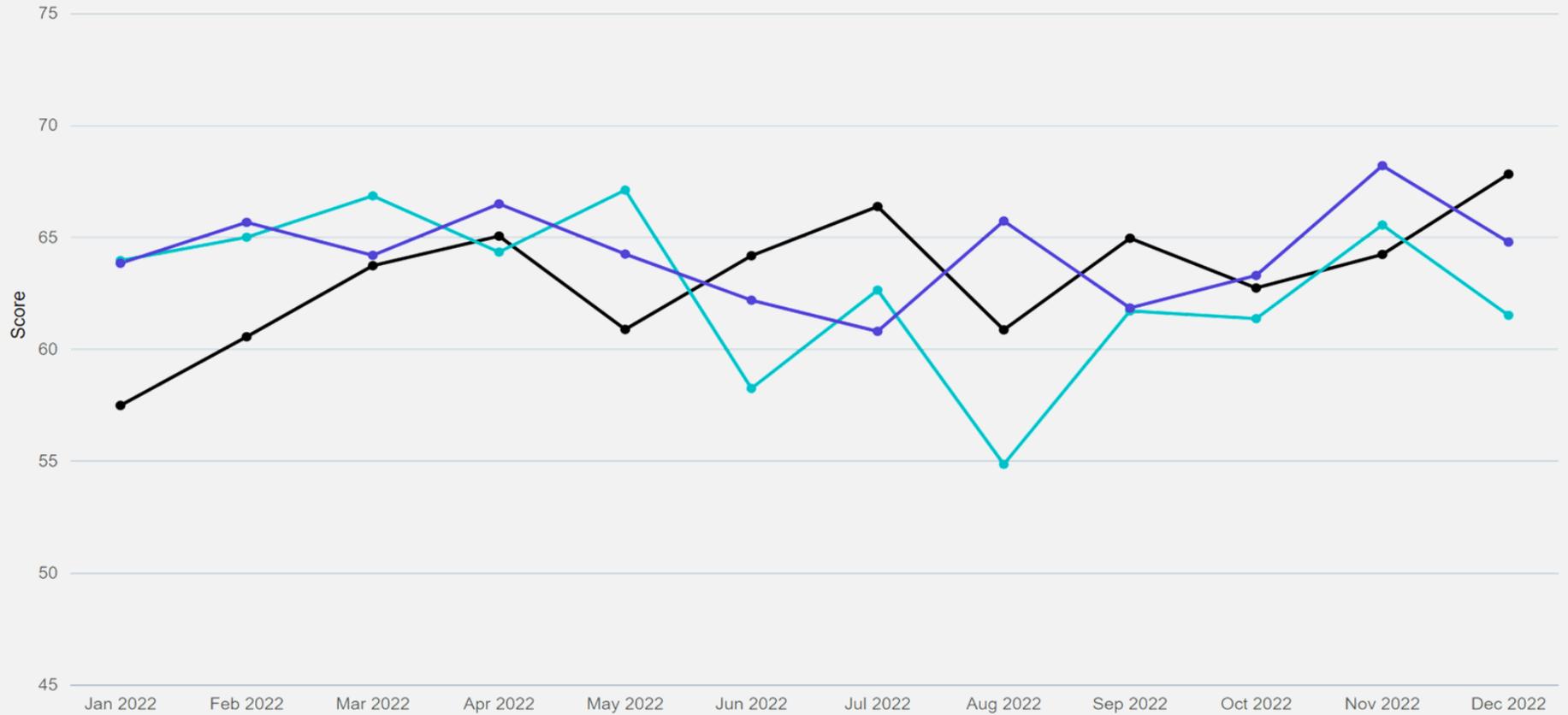
Company	Globex		Transportation Industry		Cyberdyne		Initech	
Driver	Score	Change	Score	Change	Score	Change	Score	Change
Products/Services	64.4	▽ 0.4	69.4	▽ 0.6	65.0	▽ 3.8	71.0	▽ 4.4
Performance	62.5	▽ 3.5	67.5	▽ 1.5	69.8	▽ 3.2	69.9	▽ 2.7
Workplace	62.1	▽ 2.0	65.8	▽ 0.4	63.5	▽ 3.8	69.5	▽ 1.7
Conduct	59.3	▽ 0.9	65.4	▽ 1.3	61.5	▽ 6.9	67.8	▽ 5.0
Citizenship	57.6	▽ 1.7	62.0	▽ 1.3	58.4	▽ 7.8	64.1	▽ 4.3
Leadership	57.0	▽ 2.7	65.5	▽ 1.0	62.7	▽ 7.2	68.2	▽ 5.8
Innovation	49.5	▽ 3.5	59.7	▽ 0.3	56.5	▽ 6.9	58.9	▽ 5.7

Direct access to your reputation data

This Platform provides you with direct access to your reputation, brand, ESG, and business outcome data – around 100 metrics in all – which you can access at any time.

It's intuitive; you have filters to view the data by month/quarter/half-year/or year, and it's easy to export charts that you can pop into an email or a PowerPoint, or datafiles for your own analysis.

Need to continually measure



Need to continually measure

Some clients were already monitoring their Reputations year-round, and we've seen that an annual snapshot isn't sufficient for serious reputation management, so we've moved away from annual reports to continuous tracking for all clients.

Here you see three organisations with quite different trends.

The organisation with the turquoise line, started as the leader, but had a couple of significant issues to deal with mid-year, dropping 12 points. Since then, their Reputation has been volatile, and just when they seem to recover, they decline again.

The organisation with the black line started with the lowest reputation of the set but improved by 10 points over the course of the year to emerge as the leader.

The third, in purple, has been quite stable throughout.

So, you see that an annual score in Q1 risked creating a false sense of security for the organisation in turquoise and an unnecessarily pessimistic picture for the organisation in black.

Always-on Reputation tracking

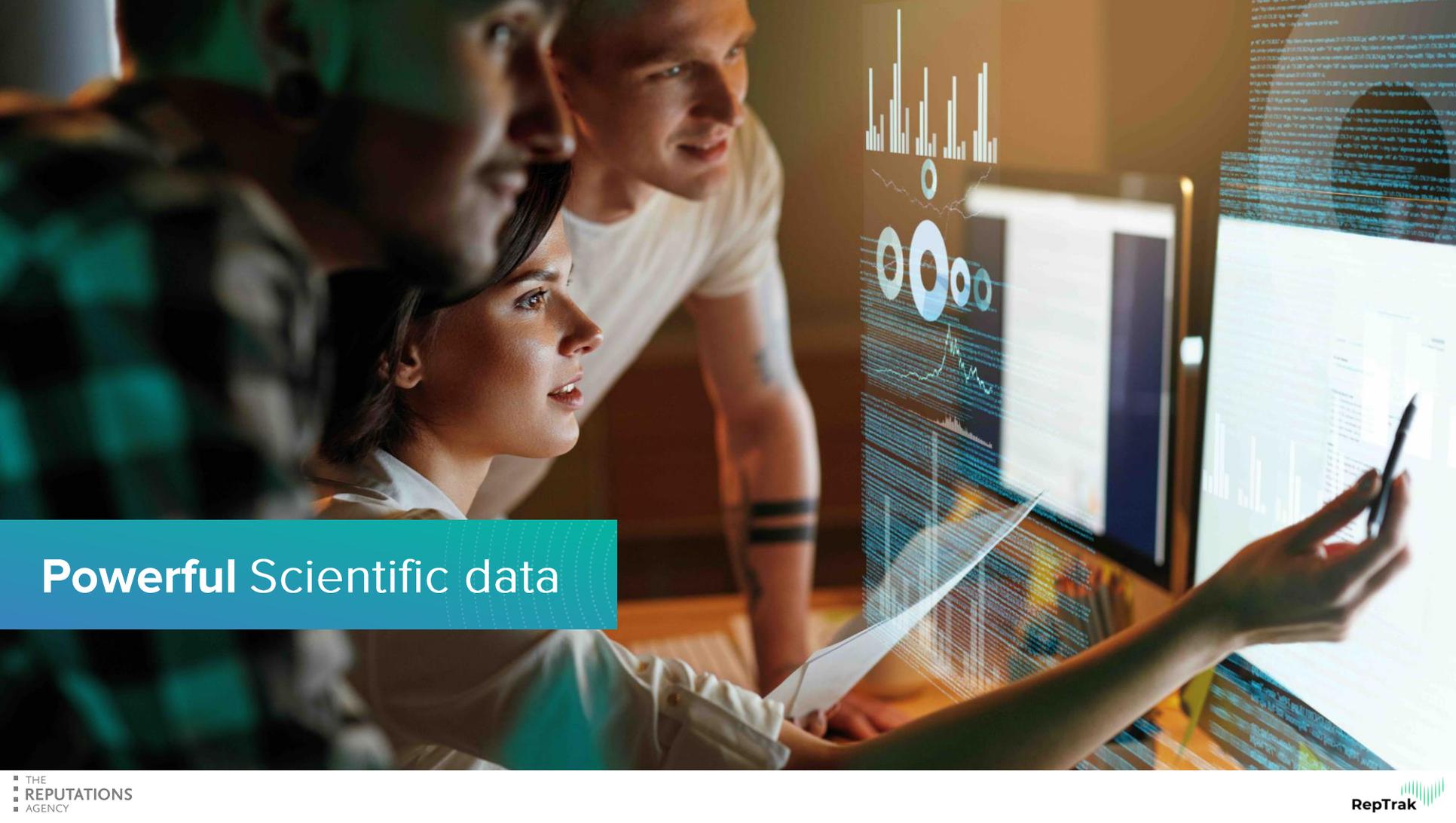


Always-on Reputation tracking

Our data set is always on.

We use online surveys to track our clients' and their benchmarks' reputations from the beginning to the end of each month, so when our clients see scores on the Platform, they know it's not just a dip for a few days that may miss the most important event, but a solid representation of the full month.

The Platform is updated around the 10th of the following month.



Powerful Scientific data

Powerful scientific data

Powerful data science in the form of proprietary RepTrak models and algorithms makes it easy to see what shapes perceptions and how expectations are evolving.

You can also gauge your perceived strengths and weaknesses against your benchmarks, how differentiated you are in brand personality, the reputational impact of different touchpoints, and much more.

Multi-stakeholder audits



Prioritising stakeholders and planning your audit





Expert interviews with your
highest priority stakeholders



Senior Strategic Advice

**Actionable
Recommendations**

**Expert
Perspective**

**Unbiased
Advice**

Set Priorities

**Build and Defend
Reputation**

Workplace Reputation



Dr Caroline Whelan
Group CEO



Jim O'Toole
CEO



Catherine Keogh
Chief Corporate Affairs & Brand Officer



Introducing our Panellists – on Workplace Reputation

Dr. Caroline Whelan is the CEO of Blackrock Health, Ireland's newest private hospital group, bringing together three of Ireland's leading private hospitals, Blackrock Clinic, Galway Clinic and Hermitage Clinic, and a diagnostic clinic in Limerick and heads up a team of more than 2,800 staff and more than 600 consultants across 50 specialist areas. Caroline is passionate about healthcare and brings her drive, vision and innovation to Blackrock Health, with an ambition to maintain position as the leading private hospital group in Ireland, and develop strong collaborative relationships with public, private, academia, industry and international partners.

Jim O'Toole was appointed CEO of Bord Bia in November 2022. He is highly experienced in global food marketing, sustainability development and change leadership. Prior to his appointment, Jim was the CEO of Bord Iascaigh Mhara, Ireland's Seafood Development Agency, for five years and previously spent over twenty years with Bord Bia in various roles across Bord Bia's European office network. Bord Bia is headquartered in Ballsbridge in a new state of the art Global Hub and has 14 international offices. The organisation is responsible for marketing and promoting Ireland's food, drink and horticulture exports, valued at €16.7 billion last year.

Catherine Keogh is the Chief Corporate Affairs and Brand Officer for Kerry Group where she is responsible for Brand Strategy, Communications, Public Affairs, and Sustainability. Over her career she has lived and worked in Germany, France, Canada and the US, before joining Kerry in 2016. The Kerry Group of today is very different to the dairy co-op that was established over 50 years ago. Today the company is a world leader in sustainable nutrition and it works with food and beverage companies across the world, helping them to make their products taste better, be more nutritious and more sustainable. With a turnover of €9bn, the company now employs more than 23,000 people and the sustainable nutrition solutions that it creates are consumed by over 1.1 billion people.

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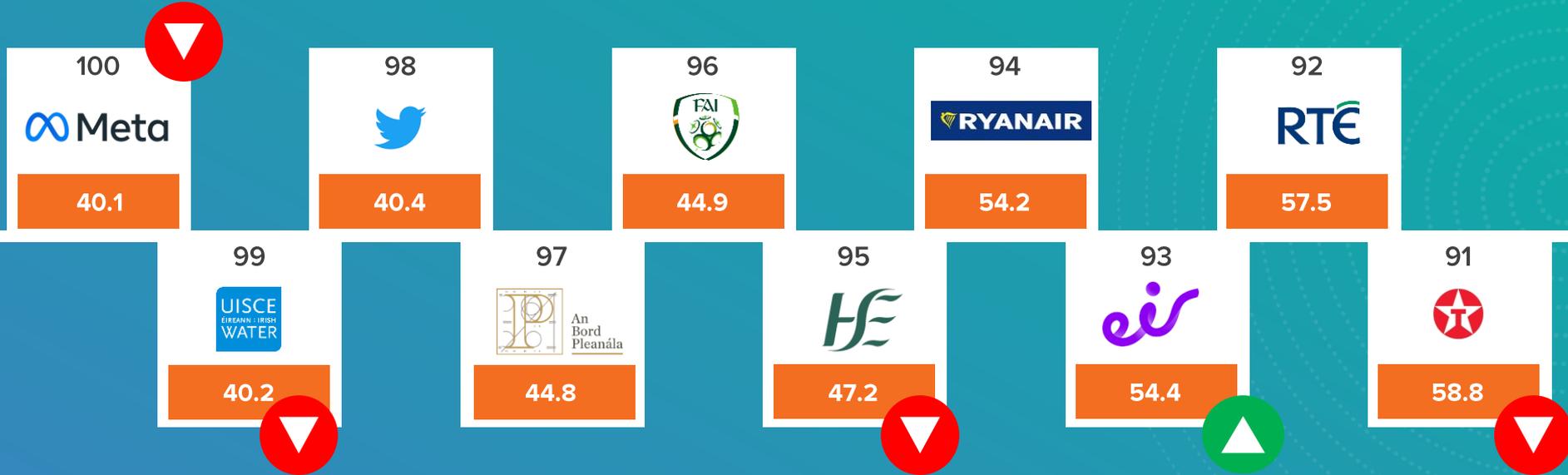
CELEBRATING
14
YEARS OF
REPUTATION

Ireland RepTrak 2023 Top 100 Ranking



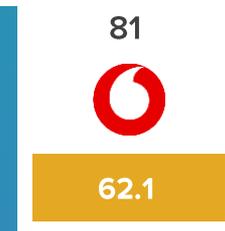
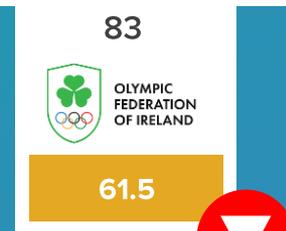
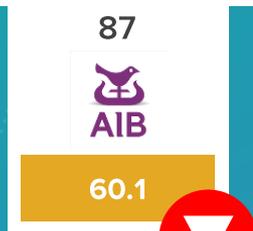
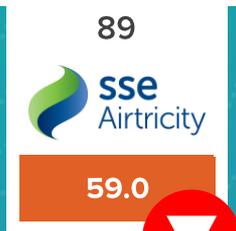
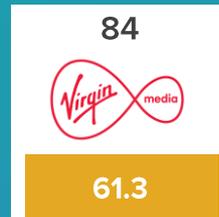
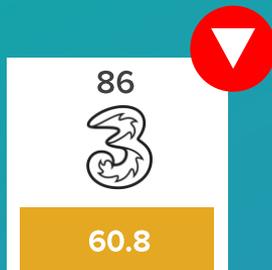
Ireland RepTrak 2023

Ranked 100 - 91



Ireland RepTrak 2023

Ranked 90 - 81



POOR 0-39

WEAK 40-59

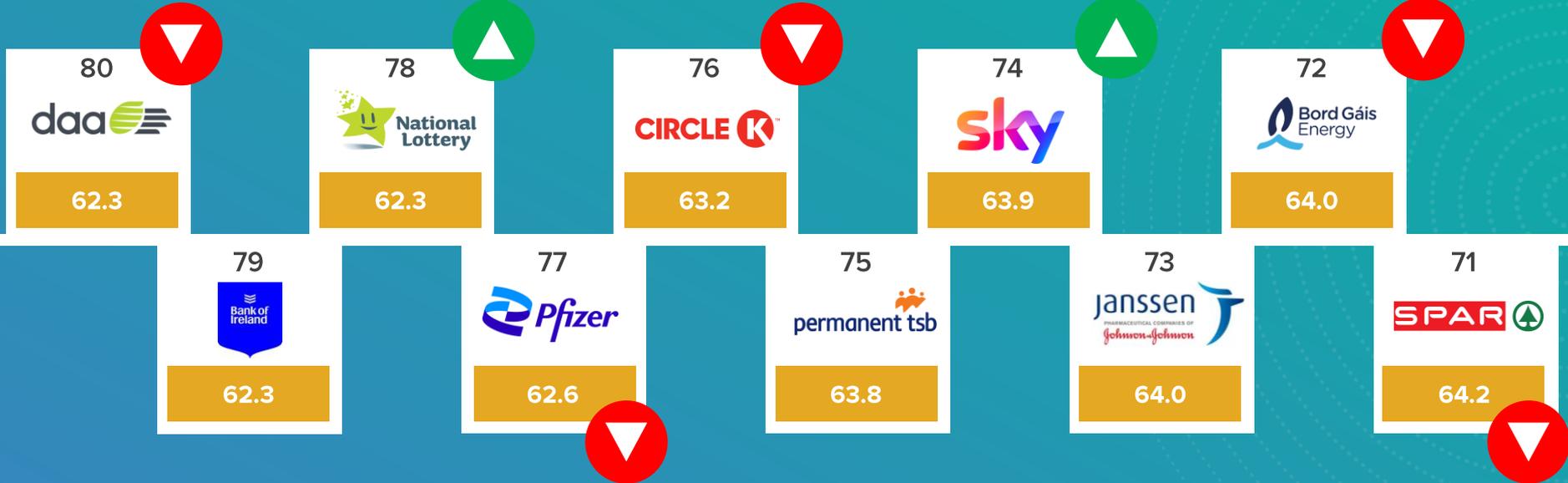
AVERAGE 60-69

STRONG 70-79

EXCELLENT 80+

Ireland RepTrak 2023

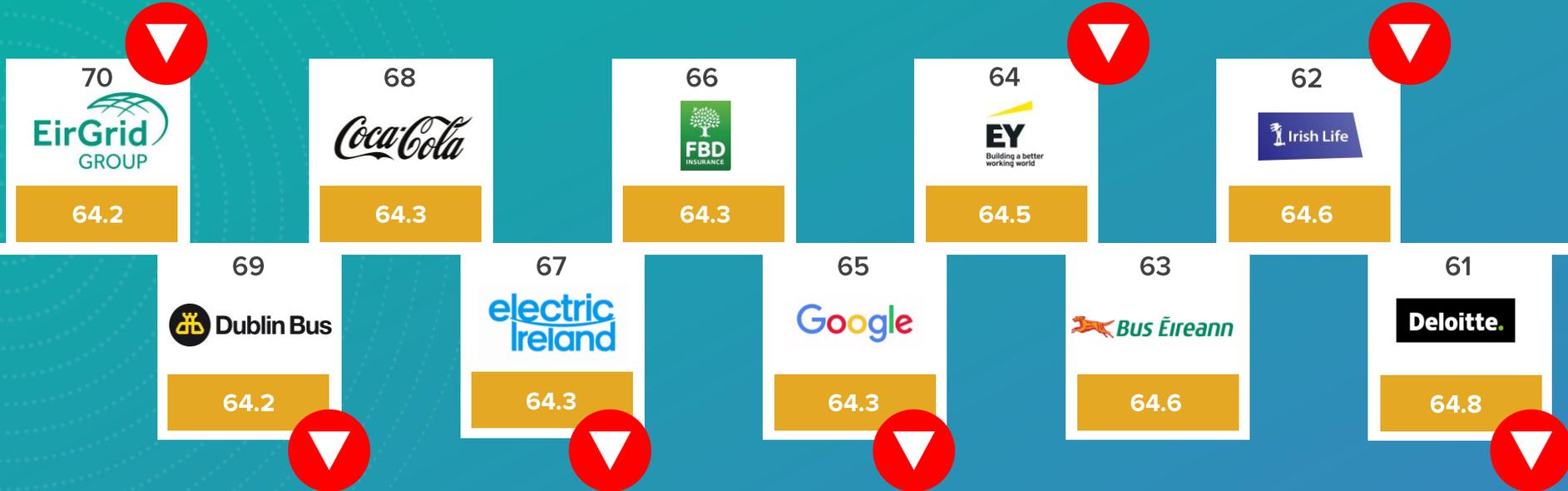
Ranked 80 - 71



POOR 0-39 WEAK 40-59 AVERAGE 60-69 STRONG 70-79 EXCELLENT 80+

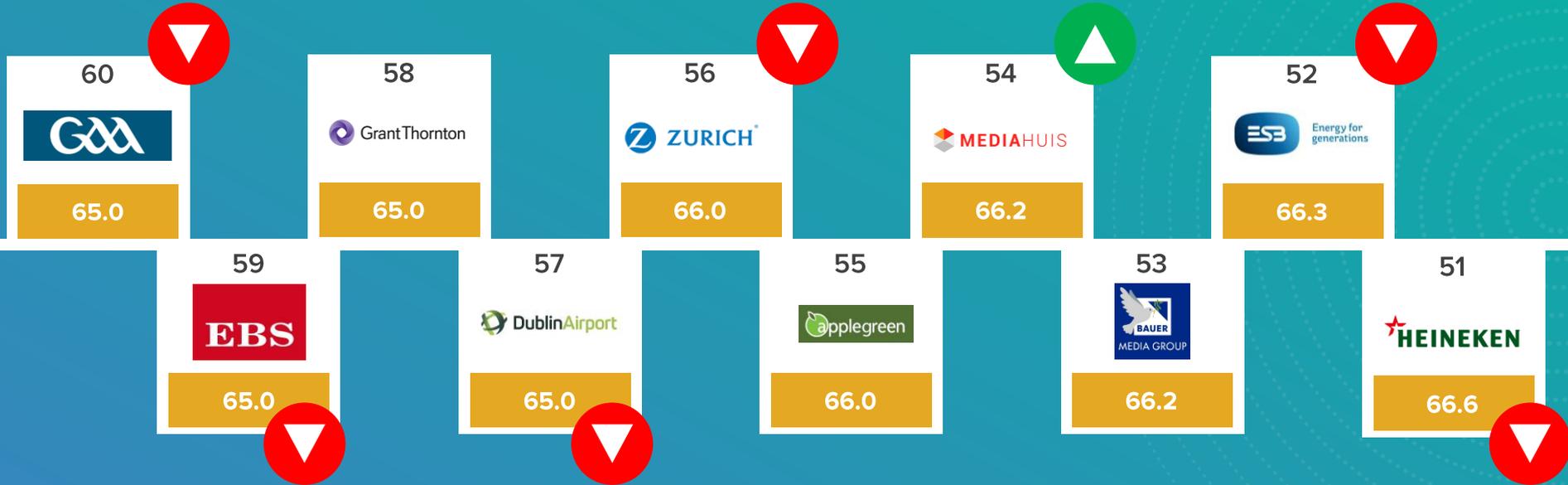
Ireland RepTrak 2023

Ranked 70 - 61



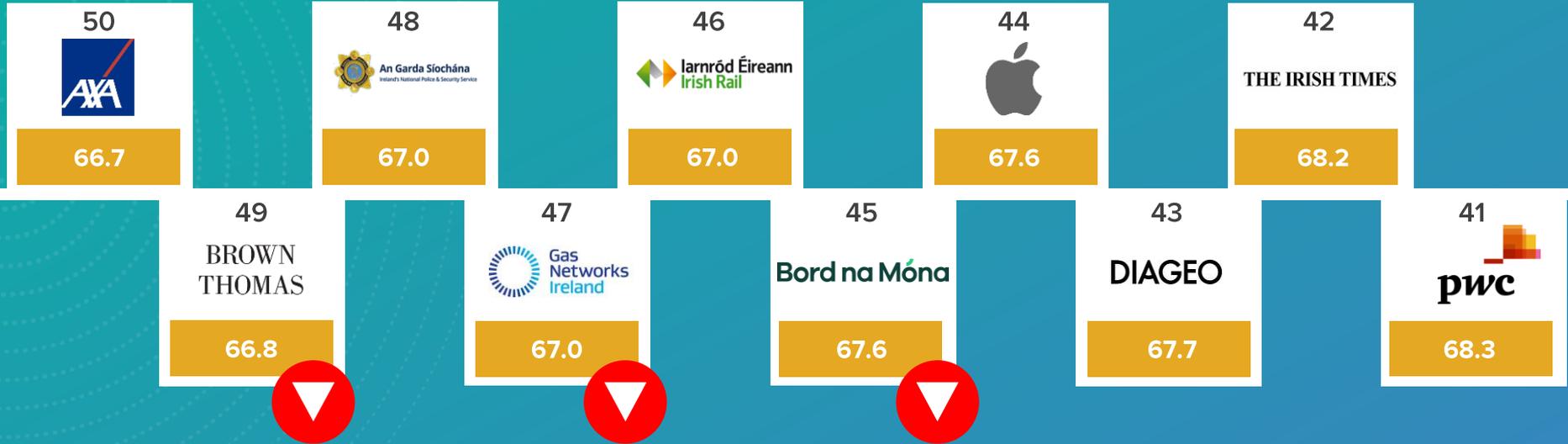
Ireland RepTrak 2023

Ranked 60 - 51



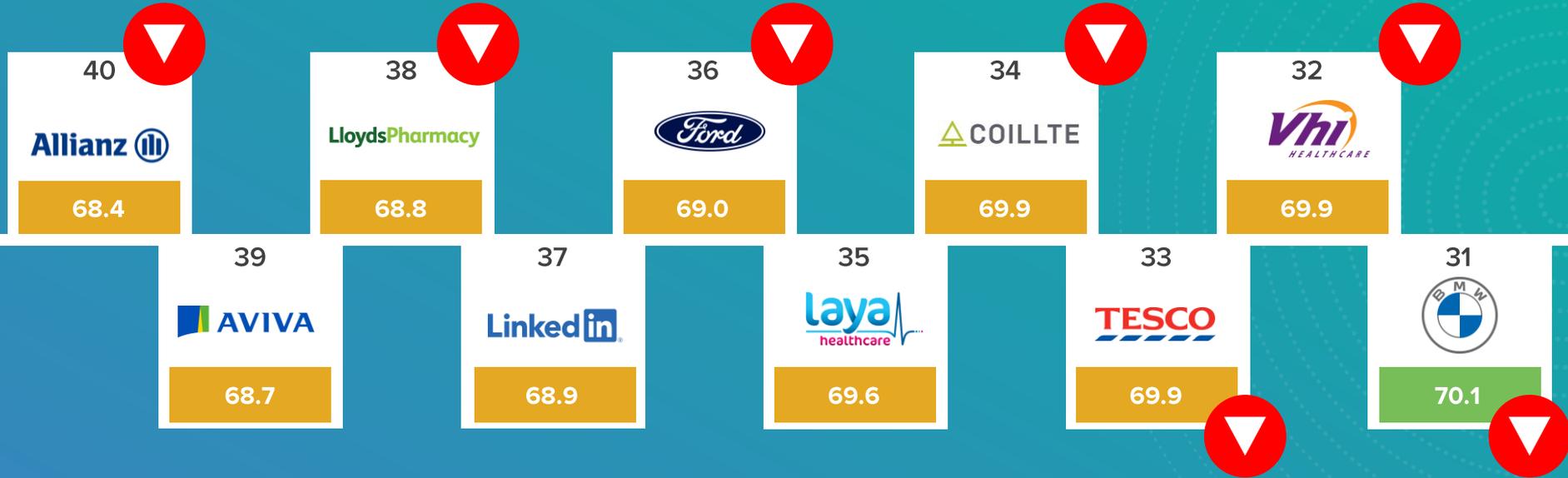
Ireland RepTrak 2023

Ranked 50 - 41



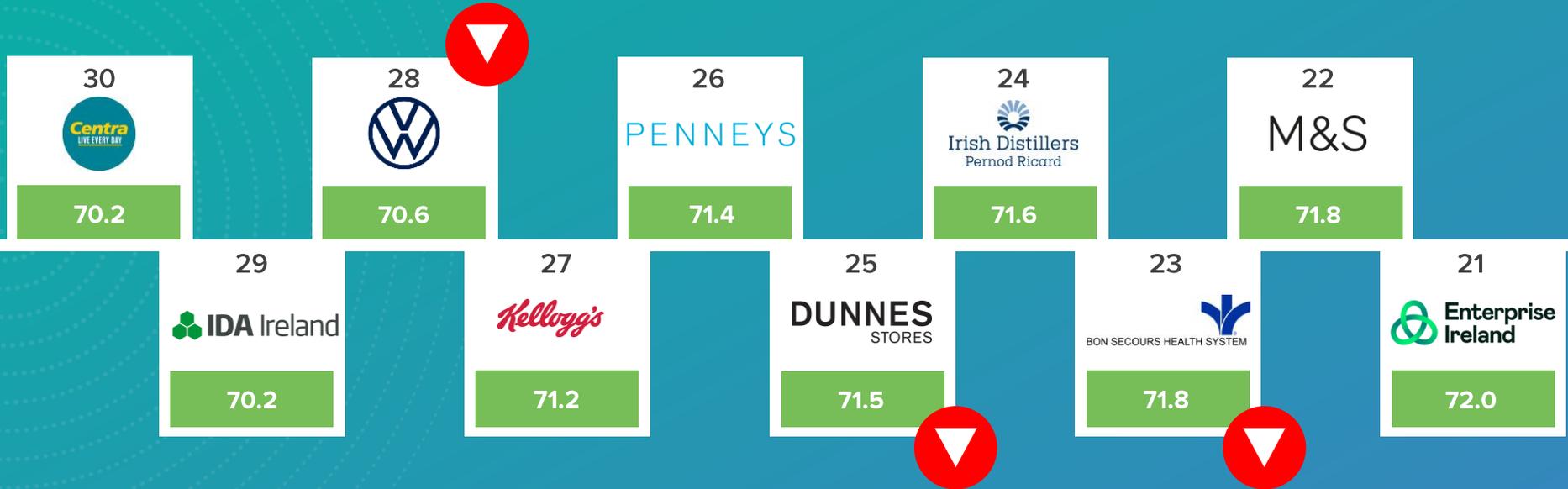
Ireland RepTrak 2023

Ranked 40 - 31



Ireland RepTrak 2023

Ranked 30 - 21



POOR 0-39

WEAK 40-59

AVERAGE 60-69

STRONG 70-79

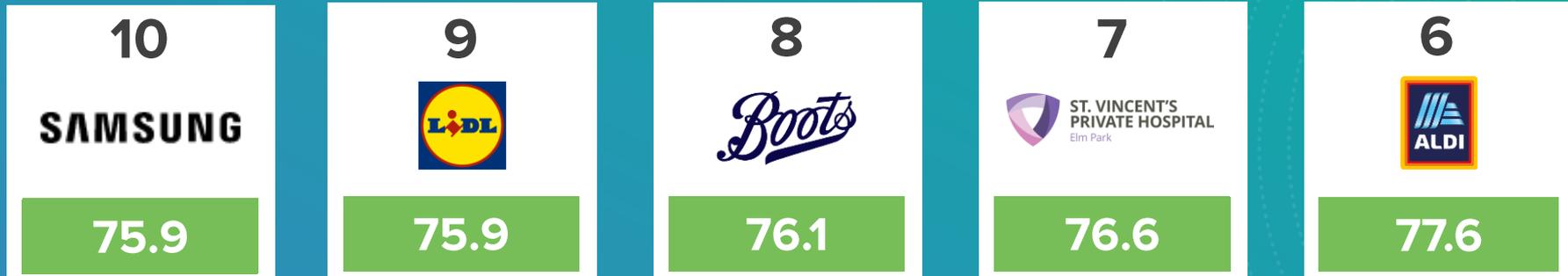
EXCELLENT 80+

Ireland RepTrak 2023

Ranked 20 - 11







POOR 0-39

WEAK 40-59

AVERAGE 60-69

STRONG 70-79

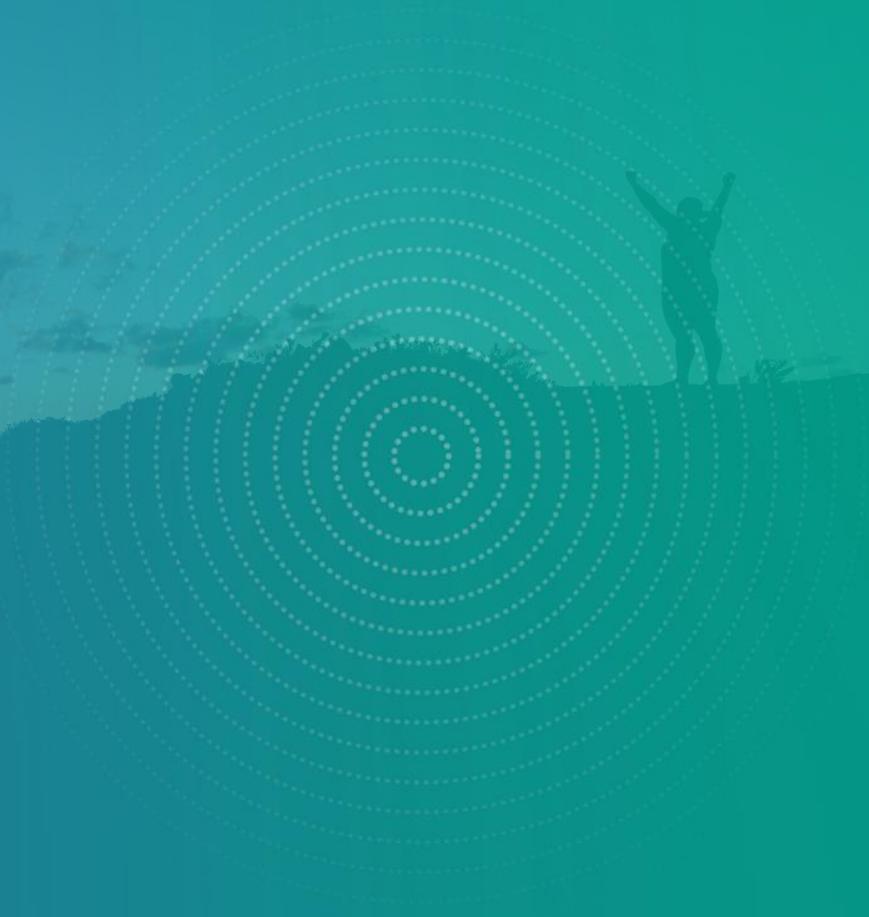
EXCELLENT 80+

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CELEBRATING
14
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REPUTATION

Ireland RepTrak 2023

Top 5



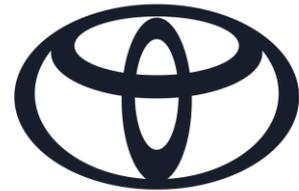
5th



BLACKROCK
HEALTH



4th



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CELEBRATING
14
YEARS OF
REPUTATION

Ireland RepTrak 2023

Top 3 winners



3rd



BORD BIA

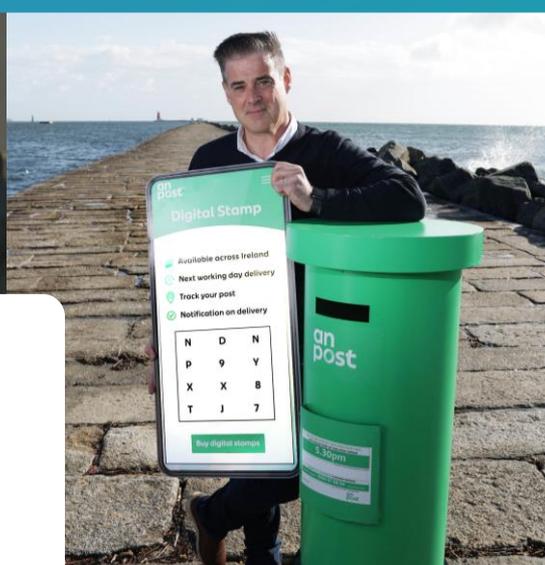
IRISH FOOD BOARD

Dairy Markets Seminar

20



2nd



an post



1st

FORMING THE ILCU
DELIVER FOR CREDIT

How can we help you?



Credit Union



Ireland
RepTrak®

CELEBRATING
14
YEARS OF
REPUTATION

Thank you.

