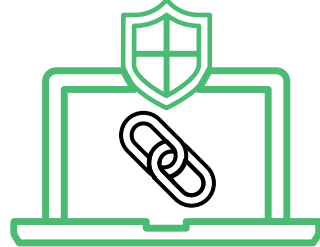


How to Communicate in a Crisis

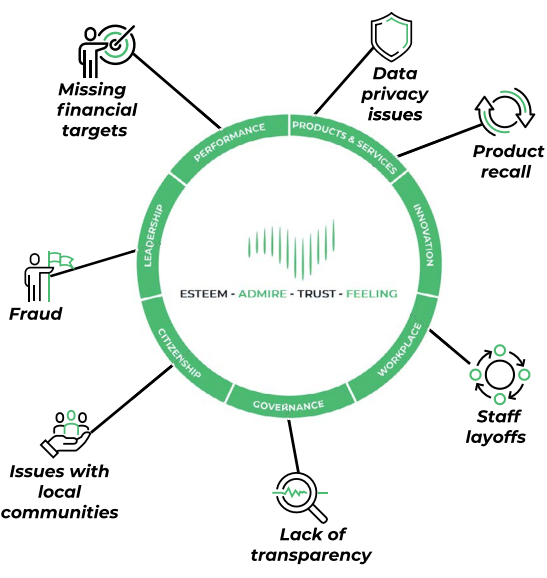
RepTrak Data and Insights from Around the World



Data privacy is the #1 risk factor for companies globally.

And a global health crisis is a multiplier of all reputation risk scenarios.

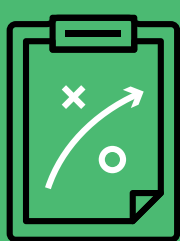
Risk Scenario and Impact on Global Reputation Score



Data privacy issue	-13.1
Neglect of community standards	-11.4
Fraud or accounting malpractice	-8.9
CEO crisis	-8.8
Massive layoff	-8.6
Product recall	-7.9
Subpar financial performance	-7.0

“It’s okay to not have all the answers...as long as you’re communicating in a way that helps to support your own people and your partners to make the best decisions they can.”

- Pablo Jimenez, Global Vice President of Reputation and Communications, Anheuser-Busch InBev



Data-backed ways you can take action to prevent reputation risk

Put your CEO front and center

Consumers want to know that someone is in charge and accountable, and is looking out for what’s best for stakeholders during a challenging situation.



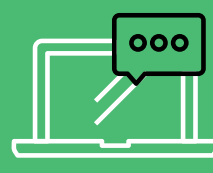
Leverage the CEO as the face of your company

- CEO familiarity has increased by **10%** globally between 2018 and 2020, but is still only at an average of 22%.
- Reputation Scores increase **9.3** points globally when people are familiar with a company’s CEO.



Provide opportunities for smart/remote working, volunteerism, and cultural enhancements

- **Two-thirds** of the general public expects CEOs to take action by leveraging their companies to support communities, resources, and people.



Encourage frequent communications

- Frequent updates enhance trust and improve benefit of the doubt by **5.5** reputation points.

“Purpose-driven actions engage our people.... Purpose is really a big word now—empathy and purpose. And they are main drivers of engagement.”

- Carla Crippa, Vice President of Corporate Affairs, Ambev SA



Focus on your company’s people and workplace

In times of corporate risk and crisis, **Workplace** emerges as a leading driver of reputation.



Leverage your employees as company ambassadors

- **63%** of consumers say corporations should enable their employees to communicate the company’s crisis management and relief initiatives.



Use owned and earned media, not paid media

- There is a stronger reputational lift when consumers hear about a corporation’s policies through a **third party**.

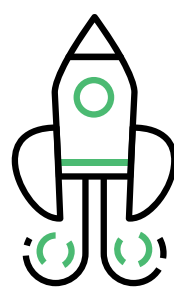


Provide educational resources

- **77%** of consumers believe that companies should be an educational resource for their employees.

“It is not only a matter of running the business, but motivating and taking care of people. We celebrate our successes with them and are close to them in times of difficulty, thanks to a dialogue and constant discussion.”

- Sabrina Caputi, Corporate Communications & External Affairs Senior Manager, Toyota Italia

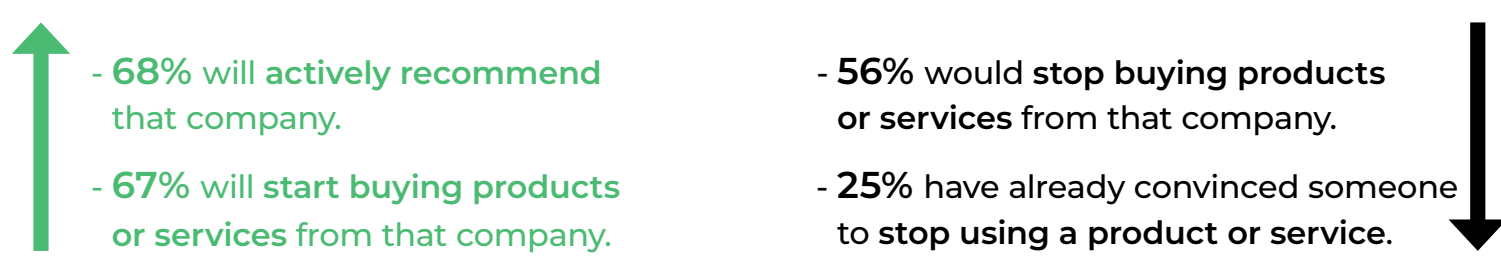


Taking action during a crisis can provide a reputation lift

Positive action leads to more consumer support

vs.

No action leads to a decrease in consumer support



“We make sure that our employees, even at a distance, hear from our top management at least once a week. This is so our people not only are engaged, informed, and aligned, but so they could pose questions to our leaders.”

- Benedetta Nicastro, Head of Communications, Roche Italy, Pharma division

“Crisis communications requires ‘ice in the belly’ and warmth in the heart by leaders and their organizations. Which means make decisions, but be honest about what you do and don’t know, and use this as a galvanizing moment.”

- Kylie Wright-Ford, CEO, The RepTrak Company

