



The New C-Suite Corporate Reputation Puzzle

Corporate leaders today face unprecedented complexity in balancing the expectations of employees, consumers, investors, activists and society.

Weber Shandwick has conducted and monitored research to help corporate leaders find a path forward. Five main insights have emerged.

1

Business leaders today have to navigate a more complex, polarizing and ever shifting set of stakeholders – both internal and external.

- At the core of this challenge is that majorities of employees, advocates, consumers and citizens expect businesses to take a stand on issues beyond their own strategies and operations.
- Employees and consumers expect companies to promote prosperity and stability in the world and be a constructive economic and social force.

% of Americans who believe companies should be doing more



Source: Reputation and Opinion Poll, 2021

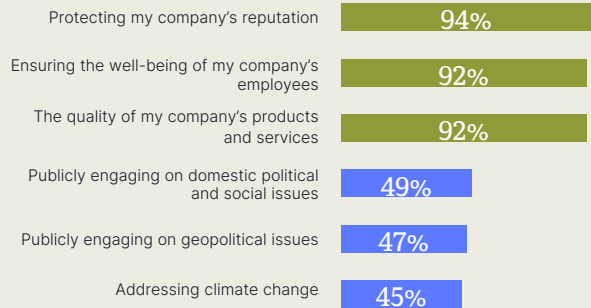
2

The C-Suite is motivated – but also unprepared – to manage complex societal challenges and engage with competing stakeholders.

- Executives realize the urgency to address business-related risks by managing their workforces, promoting DEI, building resilient supply chains and advancing sustainability across their enterprise.
- But today's C-Suite must also be among the first to respond during geopolitical conflicts and amidst high-stakes societal challenges and inequities.
- C-Suite leaders are confident they can protect business reputation, create quality products and services, increase shareholder value and run their business ethnically and transparently, but many do not feel equipped to address external geopolitical and social issues.

% of leaders who feel personally equipped to lead on issues

■ Company-specific issues ■ Societal issues



Source: C-Suite Priorities and Challenges Study, 2022

3

Empowered citizens are creating a new challenge for executives: misinformation and disinformation can threaten an organization's resiliency and reputation quicker and deeper than ever before.

- New platforms and influencers are disrupting traditional institutions and reshaping information flows.
- A highly polarized citizenry can use disinformation and misinformation to link geopolitical and social issues to companies in false ways.
- Bots, ad buys and bad actors can create false narratives and shift public opinion at speed and scale.
- Disinformation is disruptive. Disinformation is also costly if it creates reputational harm.

68% of leaders say

understanding risks from misinformation relating to their sector, company, or brand is an area of their focus.

Source: C-Suite Priorities and Challenges Study, 2022

4

ESG is moving from the fringes of investment and sustainability conversations to the political and business mainstream.

- A focus on ESG is creating opportunities to build greater resiliency, identify and manage business risks and drive valuation.
- In most companies globally, Chief Financial Officers are taking responsibility for their organization’s ESG performance. CFOs are on board.

68% of CFOs globally

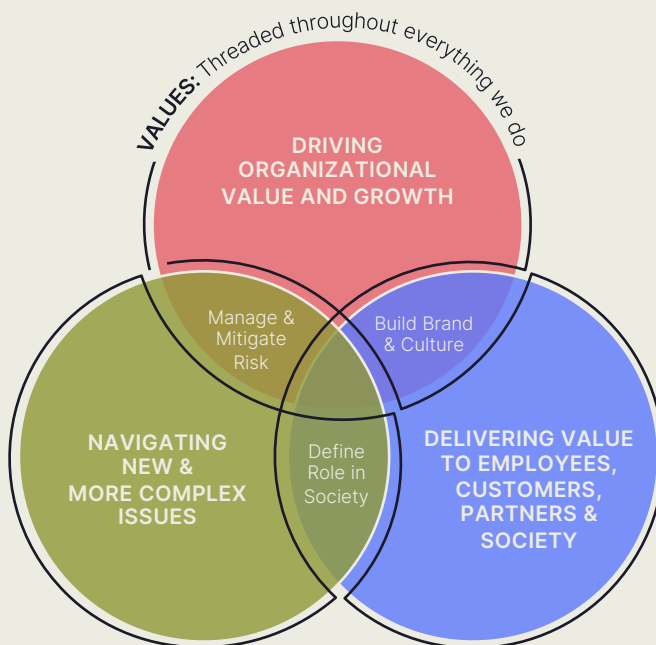
take responsibility for their organization’s ESG performance.

Source: Accenture, CFO Now, 2021

5

C-Suite leadership today requires a different decision-making approach.

- Executives must broaden their definition of value to include not only engagements with employees and customers, but also their role in society.
- They must navigate a broader set of risk and reputational challenges amidst shifting narratives.
- To be successful in this environment requires more fluid decision-making, creating an expanded circle of advisors and perspectives, and having the confidence to be comfortable with the uncomfortable.



About Myriant

Leaders require new skills and intelligence to navigate a myriad of different stakeholder viewpoints and expectations. Even the smallest business decisions have the potential to alienate or inspire a particular stakeholder group, which can have a direct impact on reputation, resiliency, and valuation.

Myriant by United Minds is a management consultancy that applies a stakeholder lens to business decisions, leveraging industry exclusive, AI-backed analytics and insights to help leaders address issues and opportunities.

Let’s talk about how we can help you prepare for and succeed in today’s multi-stakeholder world.

For more information, contact:

Ben Kalevitch, Managing Director, Myriant - bkalevitch@myriant.com
Ross Kleinrock, Principal, Myriant – rkleinrock@myriant.com

www.myriant.com

