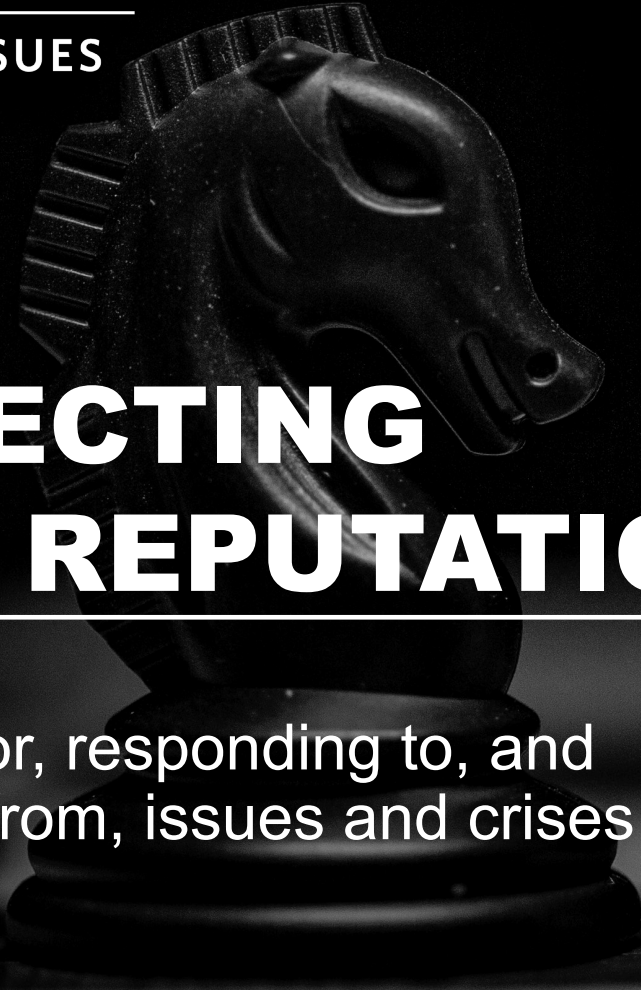




FLEISHMANHILLARD
CRISIS & ISSUES

PROTECTING YOUR REPUTATION

Preparing for, responding to, and recovering from, issues and crises



We've led the crisis and issues communications strategy and execution for...

PREPARATION



... a social housing association needing to build its cyber crisis capabilities with a new playbook and trainings.



...an organisation preparing to release an internal report on institutional racism.



...a global charity announcing a new controversial business as a major donor, risking reputational scrutiny.



...a high-profile litigation case involving two Premier League football clubs.

RESPONSE



...a UK police force facing an IOPC investigation for corruption and misconduct.



...a global airline when it experienced a data breach impacting 9 million customers.



...a Core Participant at a recent Public Inquiry following a terror incident.



...a business when its CEO faced allegations of gross misconduct



...an FMCG brand when a product was suspected of causing the death of a child and the inquest became high profile.



...a UK sports body reviewing its transgender participation policy for competitive events.

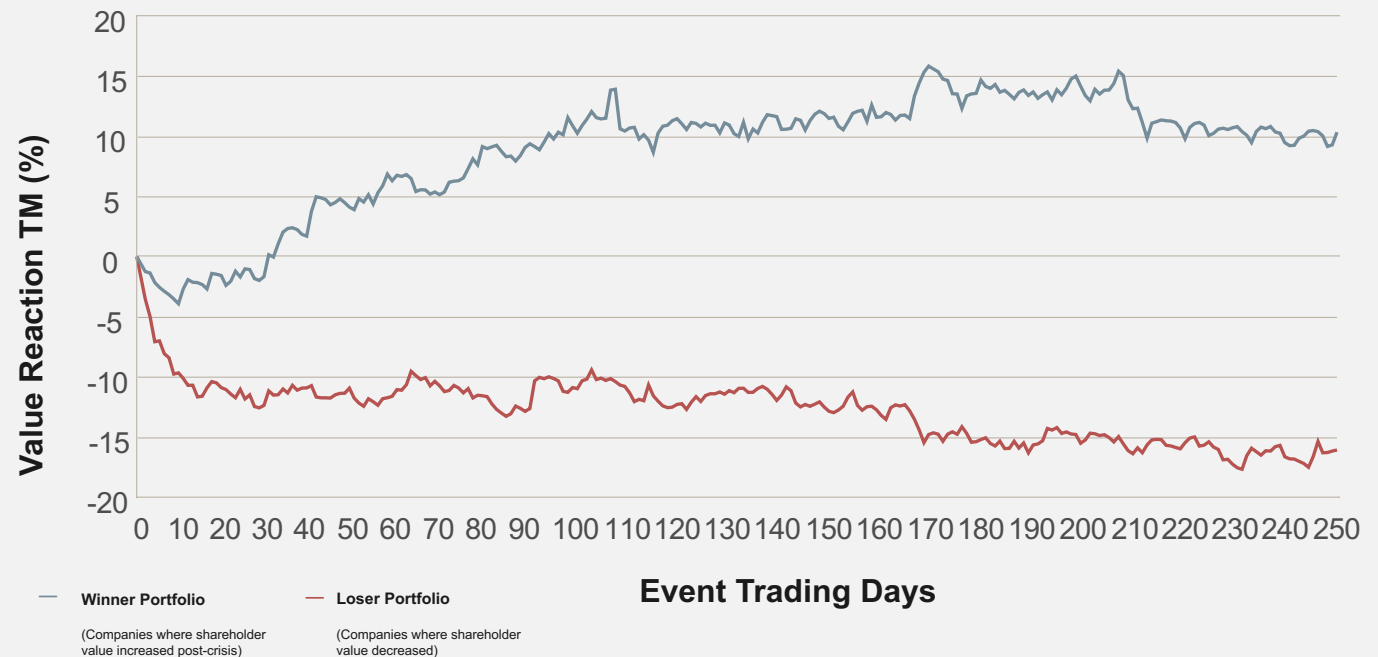
Investing in crisis readiness

A negative reputation can impact...

- ✓ Your share price and/or market team
- ✓ Consumer attraction & loyalty
- ✓ Hiring and retaining staff
- ✓ Business partnerships
- ✓ Long-term growth
- ✓ Scrutiny from regulators & politicians
- ✓ Your (social) licence to operate
- ✓ Future 'benefit of the doubt' you may rely on

A recent study looked at the relationship between effective crisis response and share price. Companies could be grouped into 'winners' (companies where shareholder value increased post-crisis) and 'losers' (where shareholder value decreased). The research showed that management responsiveness, proactivity and accountability are the key determinants of business impact.

FIGURE 1. The impact of crises on share prices



In the 'perma-crisis' world we now operate in, effective risk management and crisis communication has never been more important.



Three categories of crisis communications support

CRISIS PREPAREDNESS

Crisis playbooks that cover:

- Process/protocols
- Team/roles
- Register of reputational risks
- Template materials

Crisis simulation exercises for:

- Communications teams
- Executive/leadership teams
- Crisis management teams

Crisis trainings including:

- Crisis media training
- Crisis communications training
- IT security incident training

Scenario mapping and reputational risk mapping workshop

CRISIS RESPONSE

Corporate reputation senior counsel

Communications strategy development & activation

Stakeholder mapping and engagement

Message, content and FAQ development

Full-service, scalable press office

Real time media/social monitoring

Spokesperson preparation

CRISIS RECOVERY

Post-crisis reviews

Lessons learned workshops

Reputation audit & recovery plan

Stakeholder relations

Workplace culture changes

The FleishmanHillard Global Network

80+ OFFICES

in more than thirty countries

founded

1946

170+

crisis
counsellors
A.R.C.™
certified

**A.R.C.™ (Assess.
Resolve. Control.)**

Is FH's proprietary approach
to preparing for criticism,
controversy and crisis.

A.R.C.™ adds a disciplined
process to readiness.

2,300+

employees worldwide

FleishmanHillard's EMEA and UK crisis leads



**Judith Moore, Senior Partner & MD,
Corporate, EMEA Crisis Lead**

Judith has over 25 years of experience in crisis and issues management communications. She has advised businesses of varying sizes and sectors from financial services and legal, to manufacturing, education, and consumer goods, working directly with the c-suite and at Board level.

Jud has both agency and client-side experience, having previously worked for the London Mayor and Merseyside Police communications.



**Hannah Cambridge, Director and Co-head,
UK Crisis & Issues**

Hannah has experience leading the management of issues ranging from workplace culture and employment disputes and fatalities, to Public Inquest, Public Inquiry, litigation, business restructure and closure, white collar crime and cyber-crime.

Her academic background in Law makes her adept when working at the intersection of communications and legal process or government scrutiny, and an ideal partner for a multifunctional response team.



**Nic Daley, Director and Co-head
UK Crisis & Issues**

Nic has considerable experience advising global, US and UK (FTSE-listed) organisations on issues and crisis communications. He has led crisis response on a variety of issues including: product recalls, industrial disputes, environmental issues, emergency response, employee misconduct, brand attacks, high-profile court cases and ransomware attacks.

A former news journalist, Nic has overseen every aspect of crisis communications including news media relations, spokesperson training, stakeholder communications, third-party outreach and a range of crisis training simulations.

When to get in touch?



If you answer 'no' to one of more of these questions, call us.

PREPARING FOR A CRISIS

Are you clear on what risks pose the greatest reputational harm to your business and have you scenario mapped how you would handle them? Also, do you have a plan in place to mitigate against risks that are likely to occur?

Do you know how you would communicate in a crisis, what protocols and procedures you would use, and who in your organisation is responsible?

When was the last time you trained your comms team on crisis response?

Have you put your crisis management team through the pressure of a real-time crisis simulation to assess strengths and areas of development?

Do you have a plan in place for any potential announcement/issue in the pipeline (e.g., regulation) that risks attracting criticism from key stakeholders?

RESPONDING TO A CRISIS

Do you have a strategy and plan for managing comms surrounding the crisis/issue you're facing? And are you clear on how the crisis/issue could evolve and how to mitigate against this?

Are you in control of the narrative? Similarly, are you taking proactive steps to disarm critics where appropriate?

Are you clear on who you need to prioritise communicating with? And is your messaging landing with your key stakeholders?

Do you have clarity on what people are saying about you online – in media and on social? And is your messaging consistent across channels, and addressing everything it needs to be?

Is media coverage balanced and factual? And is your spokesperson media trained?

Do you have the support of your c-suite or Board?

RECOVERING FROM A CRISIS

Do you know what the key lessons learnt from the crisis/issue are?

Are you clear on how the crisis/issue has damaged your reputation, and with what stakeholders in particular?

Have you earned the right to move on from the crisis?

Do you have a recovery plan in place to build back your reputation following the crisis/issue?



A snapshot of our experience

We've helped organisations in a multitude of sectors prepare for, respond to, and recover from a multitude of crises and issues.

OUR SECTOR & INDUSTRY EXPERIENCE

- Healthcare
- Financial services
- Food & drink
- Technology & software
- Transport & travel
- Manufacturing
- Retail
- Entertainment & video games
- Insurance
- Legal
- Education – from early years to higher education
- Automotive & aviation
- Public
- Social housing
- Charities and the third sector
- Sport
- Media
- Hospitality
- Recruitment
- Marketing
- Security
- Logistics
- Construction
- Agriculture
- Property

OUR ISSUES AND CRISIS EXPERIENCE

- Data breaches and cybersecurity incidents
- Redundancies and restructuring
- Strike action / industrial disputes
- Special interest group attacks
- Workplace culture issues
- Accidents and fatalities in the workplace
- Misconduct allegations
- Employee and NGO activism
- Communications on DE&I
- Product failures and recalls
- Regulatory action and law enforcement investigations
- Public inquires & inquests
- Financial crises, fraud and corruption
- Commercial, criminal and civil litigation
- Travel disruption & delays
- Suspected bomb threat
- Trade body representation



FLEISHMANHILLARD
CRISIS & ISSUES

THANK YOU

GET IN TOUCH TODAY:

Please contact crisisuk@fleishman.com

