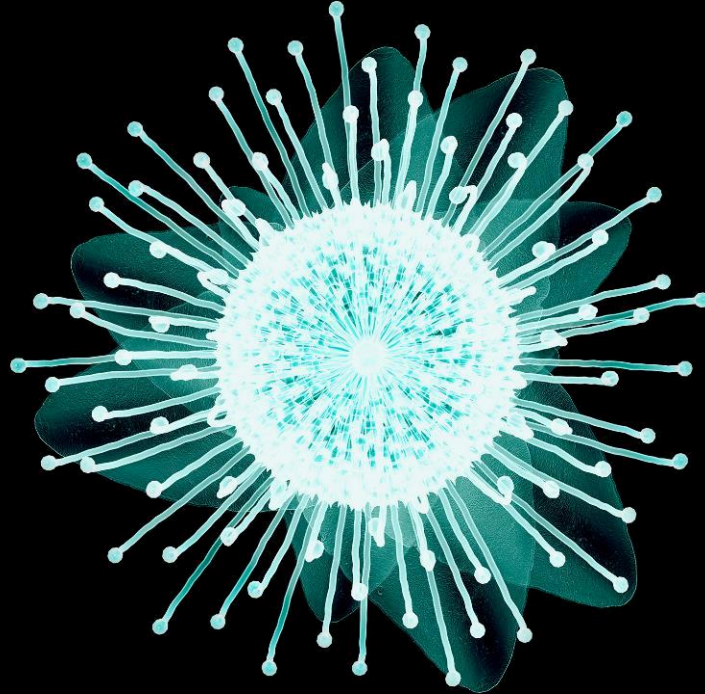


**Deloitte.**



**Crisis Management and Reputational Risk**  
Our new offering

Risk Advisory ●

## Reputation

“The outcome of how critical stakeholders think and feel about your business based on experience over time.”



## Reputation Risk



“Is any action, issue or event that results in a loss or change in reputation leading to impairment of the business and its future goals.”

# Crisis Management and Reputational Risk

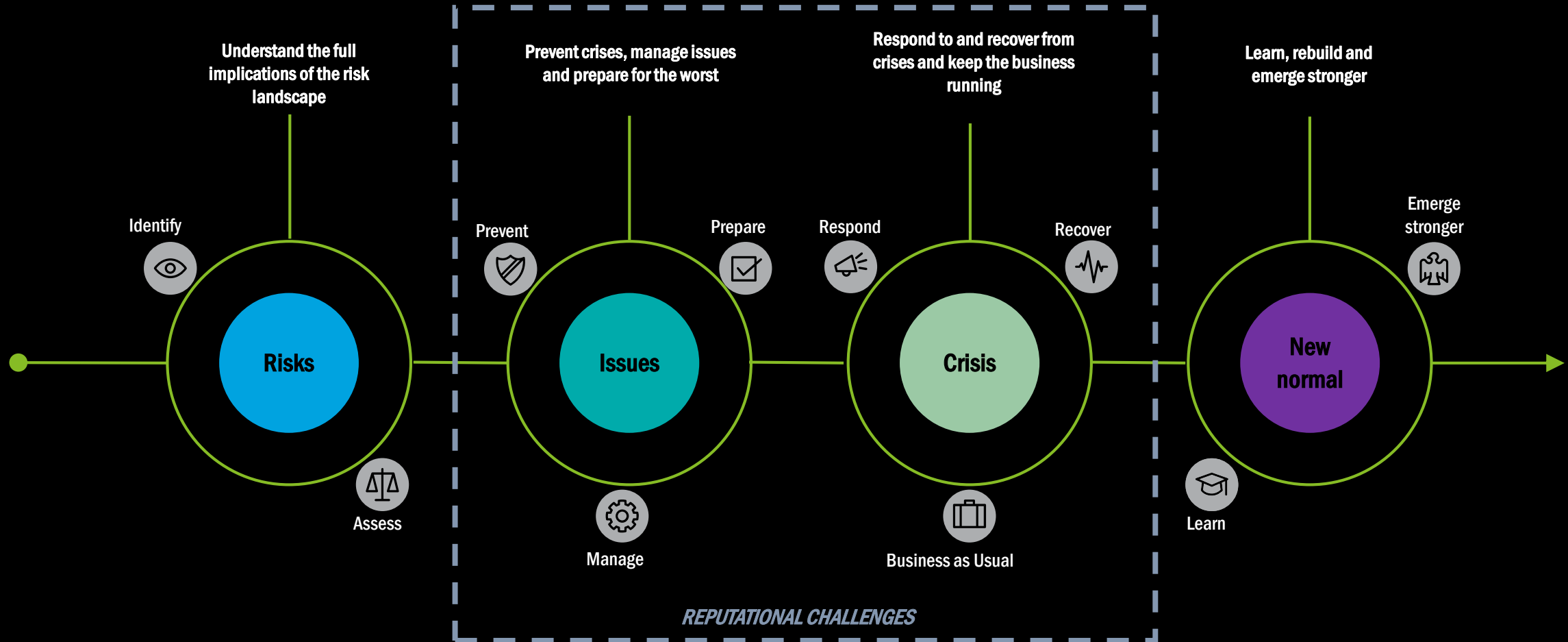
## Why Reputation Matters?



# Crisis Management and Reputational Risk

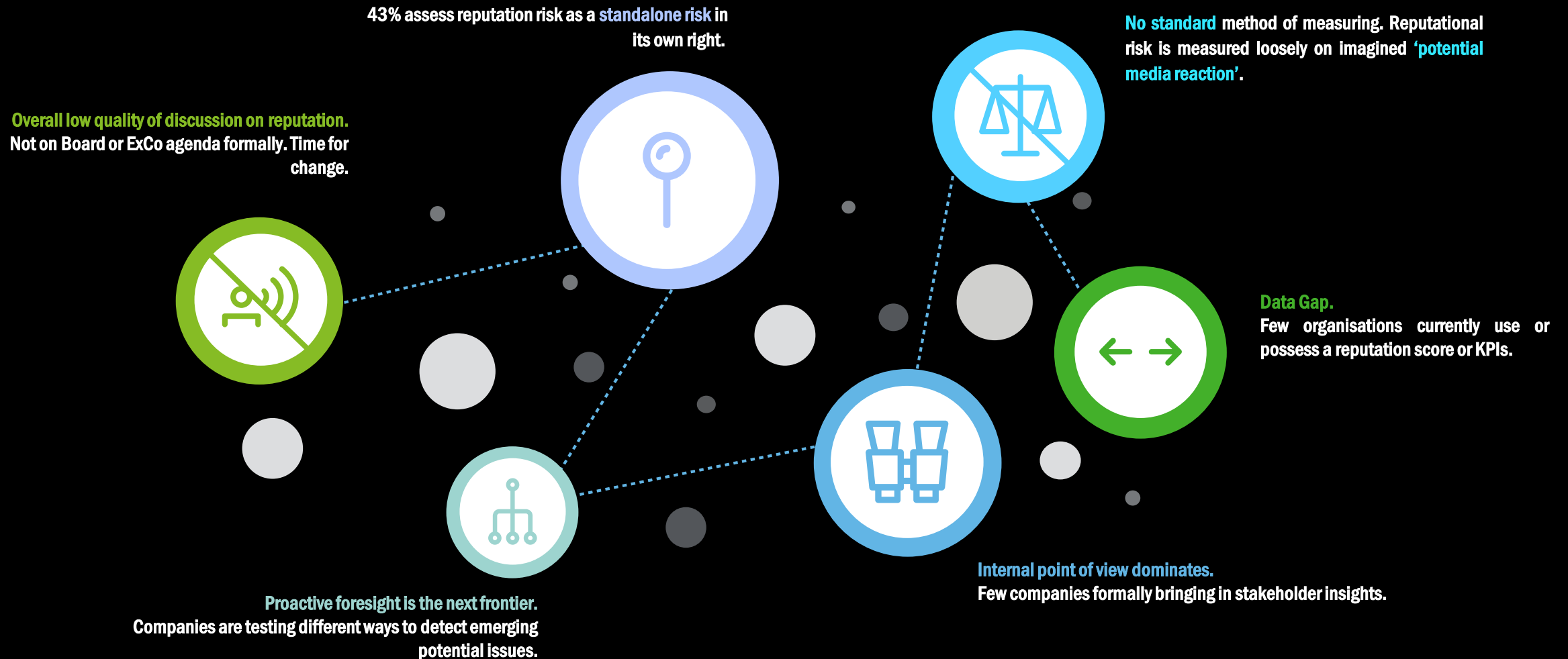
## Crisis and Reputational Risk management lifecycle

*Crisis and Reputational Risk management is about being ready for anything.*



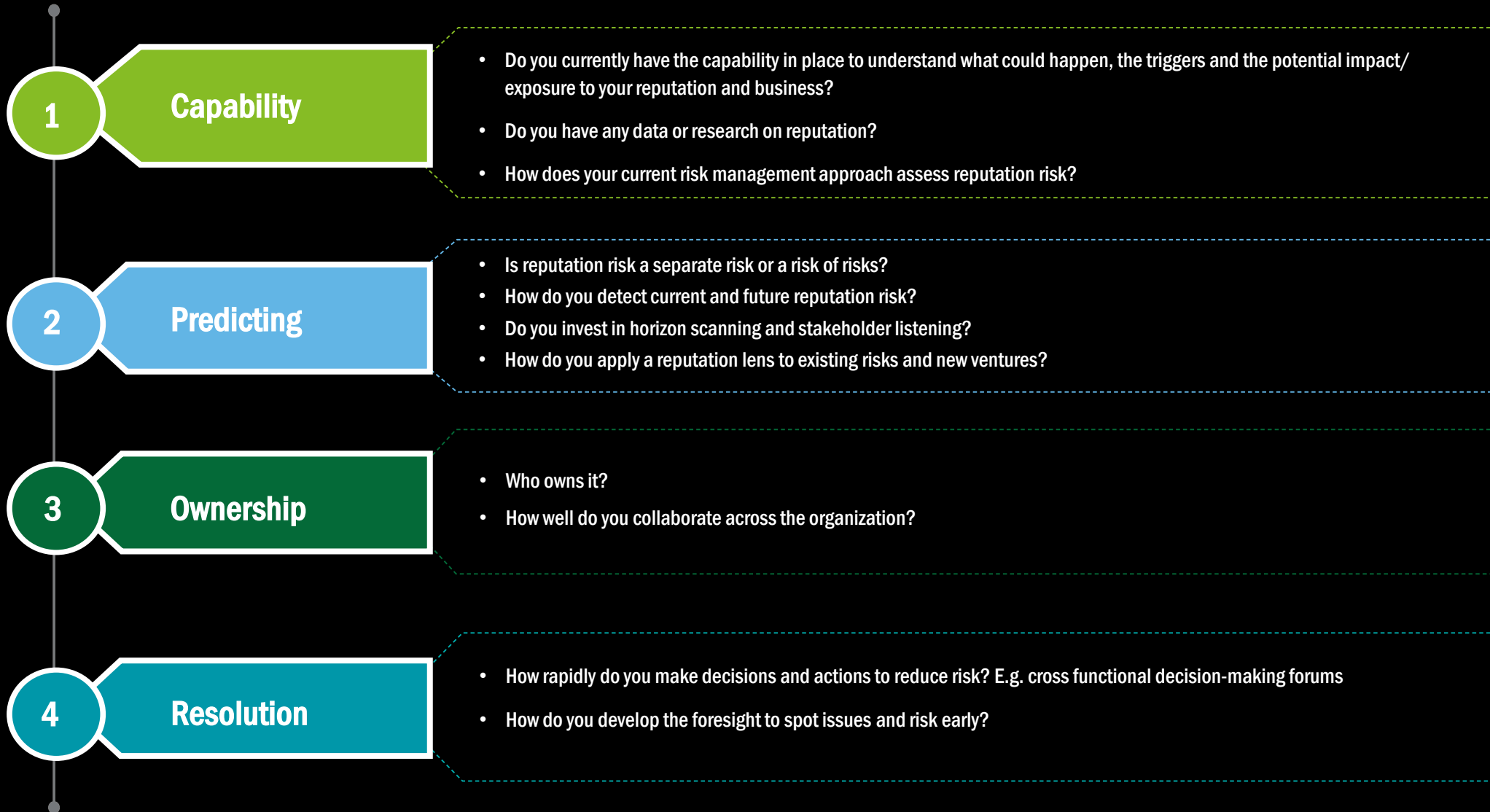
# Crisis Management and Reputational Risk

## Key challenges and barriers



# Crisis Management and Reputational Risk

## Key questions for Management



# Crisis Management and Reputational Risk

## Our Reputational Risk Management Framework

**7 Culture & Leadership:** Boards want better foresight and control of reputation. Make it a consistent agenda item. Provide regular data. Culture and frontline employee behavior is critical, so align and engage your people

**6 Governance:** Apply core principles of who is responsible, clear reporting and structured decision making as part of overall risk management. Develop a collaborative process between risk and communications/ corporate affairs

**5 Mitigate/ Mobilise:** Understand where and why you are exposed, have appropriate forums to review the right cross-organization measures, actions and change to reduce risk/ build resilience

**4 Measure:** Apply a consistent formula to measure the potential cost of the risk. Consider customer loss, fines, brand and reputation rebuild costs, loss of capital, loss of talent and share price fluctuations



**1 Wide lens:** Start with a wide field of vision to understand the true risk profile of your reputation and business. Obtain clarity of what is a reputation risk and what is driving it

**2 Risk Classification: It is internal and external:** Reputation risk is both a risk of risks and a standalone risk. Should be considered as both a category-wide risk or specific to you

- 3 Intelligence and Reporting:**
- Gather Intelligence and data to build a picture of reputation risk and strength. Specific reputation research will give a clearer view of stakeholder attitudes and inherent risks.
  - Move to a more frequent reporting cadence to spot signals earlier.
  - Use succinct dashboards and digital tools. Look for escalatory factors

# Crisis Management and Reputational Risk

## Our cross functional proposition

Wide Lens	Risk Classification	Intel & Reporting	Assessment	Mitigate	Governance	Leadership
<ul style="list-style-type: none"> <li>• Conduct sensing and reputation research</li> </ul>	<ul style="list-style-type: none"> <li>• Map against reputation driver</li> </ul>	<ul style="list-style-type: none"> <li>• Dynamic 24/7 sensing</li> </ul>	<ul style="list-style-type: none"> <li>• Weigh risk in terms of reputation and cost</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilise team internally</li> </ul>	<ul style="list-style-type: none"> <li>• Governance Framework</li> </ul>	<ul style="list-style-type: none"> <li>• “What if” workshops</li> </ul>
<ul style="list-style-type: none"> <li>• Deep stakeholder listening</li> </ul>	<ul style="list-style-type: none"> <li>• Category and company</li> </ul>	<ul style="list-style-type: none"> <li>• Reputation risk flags monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Understand difference between reputation and business impact</li> </ul>	<ul style="list-style-type: none"> <li>• Expert support</li> </ul>	<ul style="list-style-type: none"> <li>• Reputation Committee/ Council</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder summit</li> </ul>
<ul style="list-style-type: none"> <li>• Employee survey</li> </ul>	<ul style="list-style-type: none"> <li>• Direction of debate/ sentiment</li> </ul>	<ul style="list-style-type: none"> <li>• Deep-dives</li> </ul>	<ul style="list-style-type: none"> <li>• Look for escalators</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly review and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Co responsibility and oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Reputation KPI</li> </ul>
<ul style="list-style-type: none"> <li>• Third-party risk</li> </ul>		<ul style="list-style-type: none"> <li>• Risers and fallers</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmark</li> </ul>	<ul style="list-style-type: none"> <li>• Decision/action</li> </ul>		<ul style="list-style-type: none"> <li>• Board involvement</li> </ul>
<ul style="list-style-type: none"> <li>• Industry trend</li> </ul>				<ul style="list-style-type: none"> <li>• Intervention authority</li> </ul>		
<b>Horizon Scanning</b>	<b>Risk mapping</b>	<b>Risk Scenarios</b>	<b>Impact</b>	<b>Decision-making</b>	<b>Structure</b>	<b>Ownership</b>



# Crisis Management and Reputational Risk

## How Deloitte can help

### Crisis Simulation

- Stress-tests crisis response plans in a simulated environment to evaluate crisis preparedness.
- An immersive experience that helps executives identify potential gaps in their overall crisis readiness.

### Crisis Communications

- Assistance in navigating critical messages across social and traditional media channels and a process for informing stakeholders while pre-empting reputational threats.

### Surge resources

- A variety of resources in project management, technology, forensics, risk, finance, operations, and other areas where minutes count

### Crisis Leaders

- Experienced crisis leaders who have worked in the areas of cybercrimes, finance, forensics, natural disasters, restructuring, and communications

### Monitoring

- Tracking of the relevant data sources for potential business disruptions following post-crisis developments.
- Tracking and monitoring sources of internal and external data, providing real-time situational awareness
- Identification of leading indicators for potential crises.

### Real-time Response

- Rapid-action teams with demonstrated experience in the relevant functions, sectors, and event types, all operating under the Deloitte Crisis Management Office.
- Structured approach and global network of specialists providing tailored support promptly after any event



# Crisis Management and Reputational Risk

## Our cross functional proposition



### Deloitte Digital

Capability across, social, web, analytics, and digital strategy

### Sustainability

Expert team advising on supply chain, climate change, D&I and workplace challenges

### Human Capital

HR, Talent and organization experts, delivering innovative talent, culture leadership and change programs

### Strategy

Strategy and consulting team working across transformation and innovation

### Crisis & Resilience

Expert team providing issues, risk, crisis management and crisis communications support

### Risk Management and Legal

Legal, Strategic, Regulatory and Operational risk experts

## Our team of experts



### Panicos G. Papamichael | Partner, Risk Advisory Leader

- Leader of the Risk Advisory, Strategy & Operations, Enterprise Applications and Technology Integration Consulting functions
- Experience in Risk Management, to Strategy & Operations, Enterprise Applications, Technology Integration and Financial Consulting



### Alexis Agathocleous | Partner, Financial Services Leader

- Leader of the Financial Services Industry
- Experience equipped with insights obtained from wide ranging advisory projects, providing focused insights on challenges facing the local banking and financial markets.



### Kypros Ioannides | Partner, Deloitte Legal

- Partner at Hadjianastassiou, Ioannides LLC, member of the Deloitte Legal network.
- Leader of the Corporate and Mergers & Acquisitions Service Line
- Areas of practice include corporate law, corporate financing, mergers and acquisitions, betting and gaming.
- Substantial litigation experience in civil matters, handling interlocutory injunctions in corporate and commercial disputes



### George Pantelides | Partner, Consulting Services Leader

- Leader of the Consulting Services and HR department with significant experience in Strategy & Operations, Technology and Human Capital Services
- Experience on Strategy and HR related engagements



### Clea Evagorou | Director, Risk Advisory

- Leader of the Strategic Risk services, focusing on the Banking and Financial Services Industry,
- Experience in the fields of Regulatory strategy, Recovery and Resolution Planning, advising on Funding strategies, Corporate restructurings to manage regulatory requirements, Corporate Governance matters and M&A strategy.



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