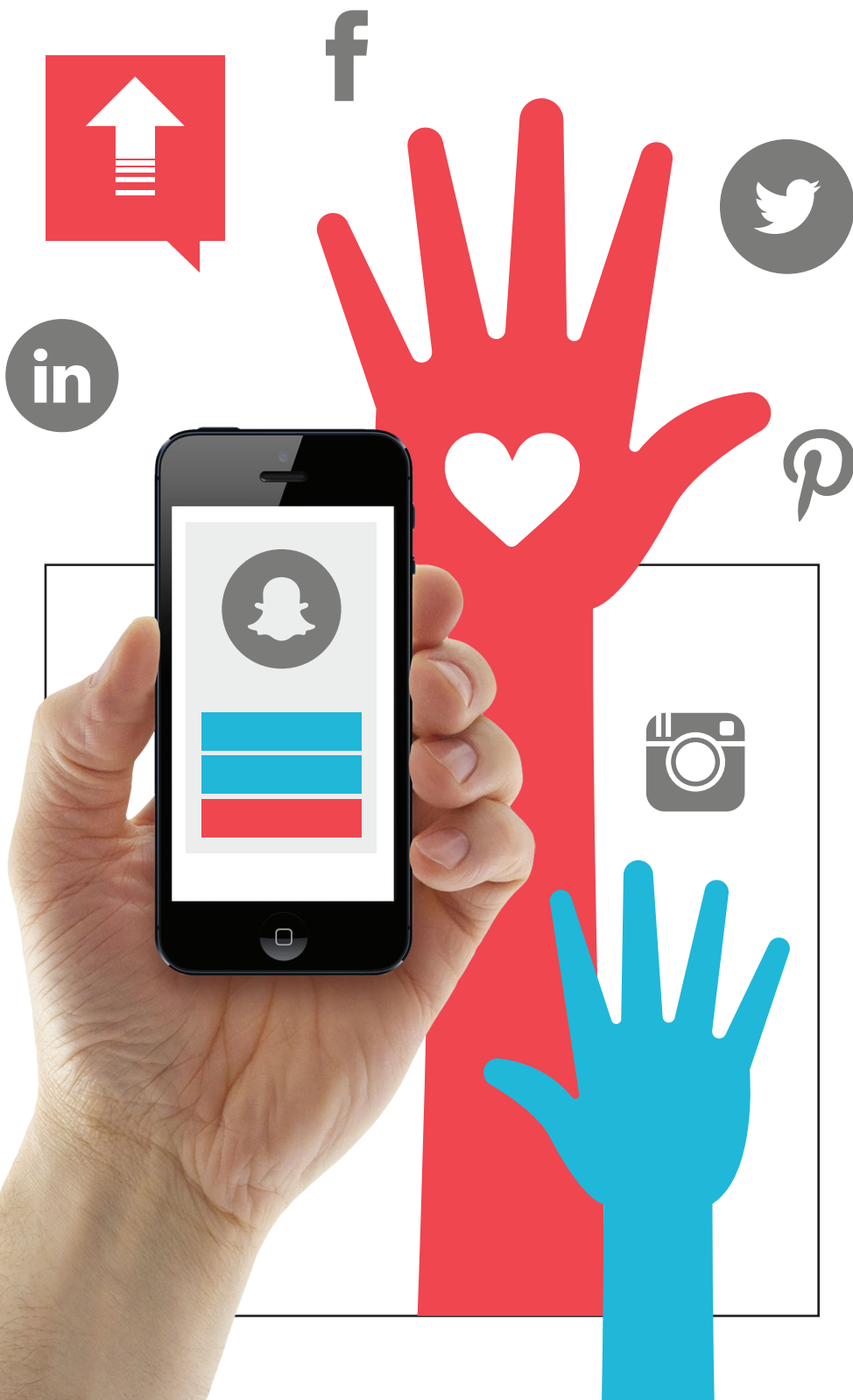


THE MILLENNIALS MANUAL

A SNAPSHOT OF WEBER SHANDWICK'S RESEARCH ON MILLENNIALS





THE MILLENNIAL GENERATION, DEFINED AS PEOPLE BORN BETWEEN 1981 AND 1996, IS A SEGMENT OF THE POPULATION THAT WEBER SHANDWICK, IN PARTNERSHIP WITH KRC RESEARCH, HAS COVERED A GREAT DEAL IN SEVERAL THOUGHT LEADERSHIP STUDIES OVER THE PAST FEW YEARS.

WHY DO WE FOCUS ON MILLENNIALS?

For starters, the sheer size of this generation demands attention. According to the UN, there are approximately 2 billion Millennials in the world today. The Millennial generation's size, the economic and social environment in which they grew up and their relatively high level of education differentiates their spending habits, workforce contributions and communications behaviors from those of older generations, making them a segment that both marketers and employers are intensely attentive to.

The purpose of this booklet is to share topline statistics from our various studies on Millennials. It offers a taste of our key insights, so we encourage you to click through to the full reports to learn about the breadth of knowledge Weber Shandwick has amassed about Millennials and how to engage them.





EMPLOYEES RISING

ENGAGING MILLENNIALS IN THE WORKPLACE

Conducted across 15 markets worldwide, Employees Rising: Seizing the Opportunity in Employee Activism revealed a rising movement ignited by the digital and social media era: employee activism.



Daily/few times per week



A few times per month



A few times per year

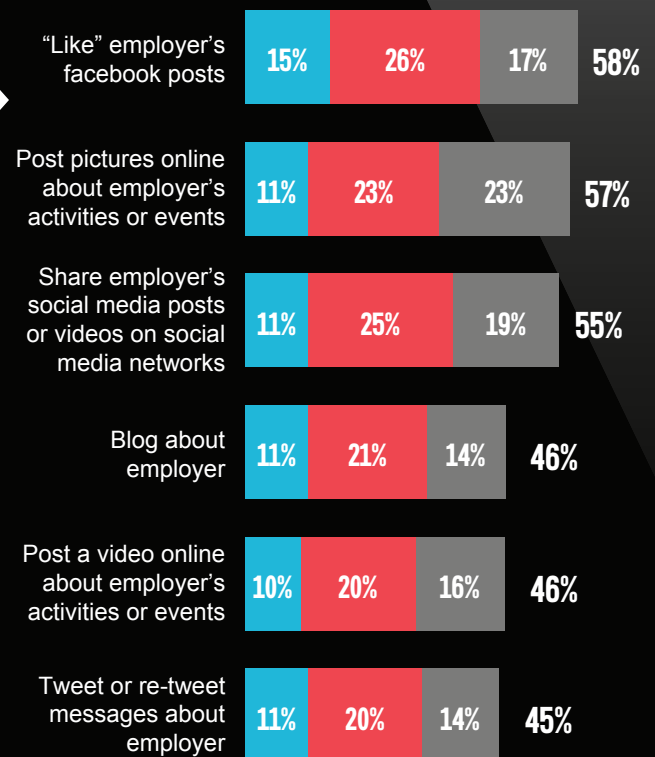
MANY MILLENNIALS POST ONLINE ABOUT THEIR EMPLOYERS.

POSTING IS USUALLY DONE AT LEAST A FEW TIMES PER MONTH.

The most ardent employee activists are comprised largely of Millennials who should be recognized as a game-changing force in workplaces across the globe.

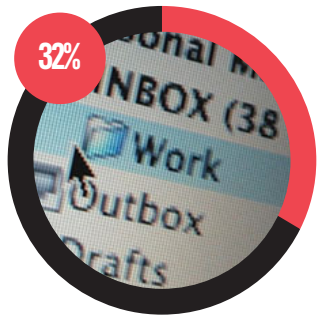
MILLENNIALS ARE SHAPING EMPLOYER REPUTATIONS RIGHT NOW!

FREQUENCY OF SOCIAL MILLENNIALS POSTING ABOUT EMPLOYER



MILLENNIALS NEED MORE TO “LIKE” ABOUT THEIR EMPLOYERS

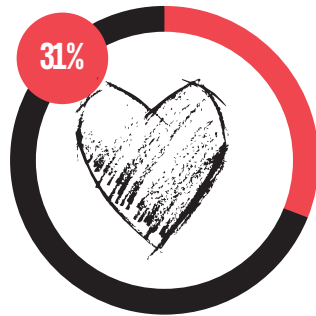
MILLENNIALS RATE THEIR EMPLOYERS POORLY ON FOUR CRITICAL ASPECTS OF ORGANIZATIONAL CULTURE. WHY SHOULD EMPLOYERS CARE? MILLENNIALS NEED A STEADY STREAM OF POSITIVE THINGS TO SAY ABOUT THEIR EMPLOYERS GIVEN THEIR PROPENSITY TO POST.



INTERNAL COMMUNICATIONS

Only 32% of Millennial employees rate aspects of their companies' internal communications highly.

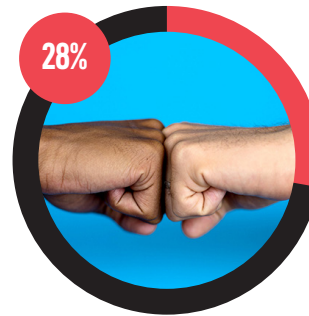
E.G., does a good job of keeping employees informed, communicates frequently with employees, etc.



CORPORATE SOCIAL RESPONSIBILITY

Only 31% of Millennial employees rate aspects of their companies' CSR efforts highly.

E.G., works to protect and improve the environment, treats all employees fairly regardless of their differences, etc.



HR/EMPLOYEE DEVELOPMENT

Only 28% of Millennial employees rate aspects of their companies' HR and employee development highly.

E.G., have many opportunities to grow and learn, provides training and resources needed to do the job well, etc.



LEADERSHIP

Only 25% of Millennial employees rate aspects of their companies' leadership highly.

E.G., values employee ideas and opinions, is trustworthy, makes it a good place to work, etc.



UNDERSTANDING HOW TO ENGAGE MILLENNIALS IN THE WORKFORCE IS ESSENTIAL FOR BUSINESSES

As Millennials drive much of the employee activism movement and are projected to comprise 75% of the global workforce by 2025. Their influence will only become more powerful, shaping the course of company reputations in unprecedented ways.

Find out more about **Employees Rising: Seizing the Opportunity In Employee Activism** [HERE](#).

THE CEO REPUTATION PREMIUM: ACCORDING TO MILLENNIAL EXECUTIVES

THE CEO REPUTATION PREMIUM: GAINING ADVANTAGE IN THE ENGAGEMENT ERA, a study of senior executives in 19 markets worldwide, found that CEO engagement and visibility is recognized as being critical to company reputation. Millennials are making employment decisions based on the reputation of CEOs and see CEO reputation as a growing driver of company reputation.

MILLENNIAL EXECUTIVES SAY THAT A STRONG CEO REPUTATION...



Attracts new employees:

78%



Retains current employees:

71%

IN FACT, COMPARED TO BOOMER EXECUTIVES...

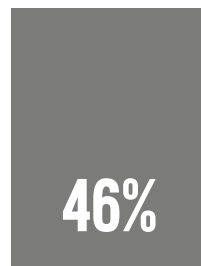
Millennials are: **71%** More likely to say that the CEO's reputation influenced his or her decision to take the job

Millennials are: **55%** More likely to say that the CEO's reputation influences his or her decision to remain at the job

MILLENNIALS MAKE EMPLOYMENT DECISIONS BASED ON CEO REPUTATION

MILLENNIALS EXPECT CEO REPUTATION TO INCREASE IN IMPORTANCE

Millennials are the most likely generation of executives to believe that the reputation of CEOs will matter even more over the next few years.



BOOMERS



GEN XERS



MILLENNIALS

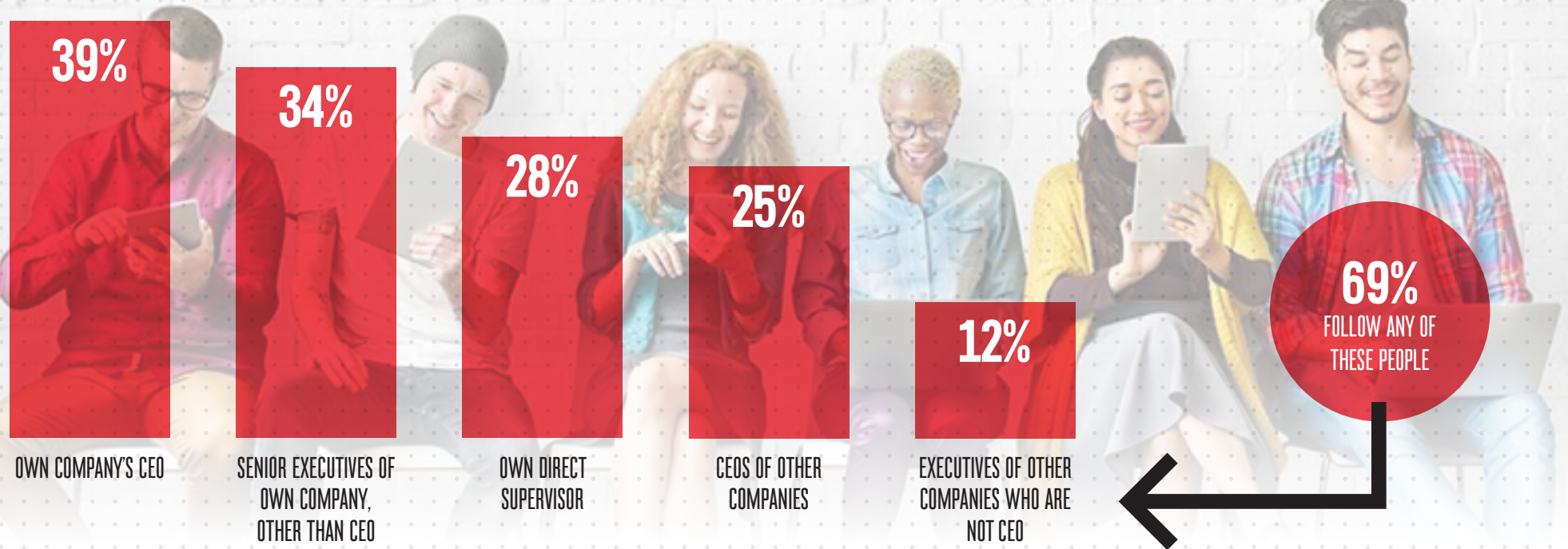
“CEOs’ REPUTATIONS WILL MATTER MORE TO COMPANY REPUTATION IN THE NEXT FEW YEARS (% AGREE)”

← SIGNIFICANTLY HIGHER THAN BOOMERS

MILLENNIALS FOLLOW EXECUTIVES ON SOCIAL MEDIA

APPROXIMATELY SEVEN IN 10 MILLENNIAL EXECUTIVES (69%) FOLLOW OTHER EXECUTIVES ON SOCIAL MEDIA, MOST COMMONLY THEIR OWN CEO (39%), BUT SOME (25%) ARE ALSO KEEPING TABS ON CEOS OF OTHER COMPANIES.

WHO MILLENNIALS FOLLOW ON SOCIAL MEDIA



THE DIGITAL COMMUNICATIONS AND SOCIAL MEDIA ERA HAS RAISED THE BAR FOR C-SUITE TRANSPARENCY AND ENGAGEMENT, PARTICULARLY FOR THE MILLENNIALS.

Younger talent is interested in the reputation of CEOs, and is searching online to learn about them. Today, it behooves CEOs to have an online presence and take advantage of using social media to engage with this increasingly influential segment of their workforce.

Find out more about **The CEO Reputation Premium: Gaining Advantage in the Engagement Era** [HERE](#).

DIGITAL WOMEN INFLUENCERS:

MILLENNIAL MOMS

The Millennial Moms' report uncovered insights about the digitally-connected and highly influential segment of North American women of the Millennial generation who have kids under 18 years of age.



MILLENNIAL MOMS ARE HIGHLY CONNECTED

MILLENNIAL MOMS HAVE MORE SOCIAL NETWORK ACCOUNTS AND SPEND MORE TIME ON THEIR SOCIAL NETWORKS THAN MOMS OVERALL

Number of social media accounts

17.4

Average number of hours per week spent on social media

3.4
MILLENNIAL
MOMS

2.6
TOTAL
MOMS



+4

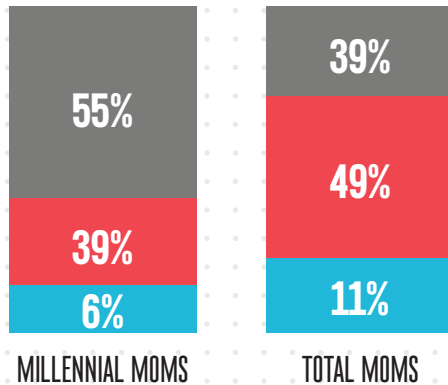
Hours more per week than the average mom spends on social networks

MILLENNIAL MOMS ARE HIGHLY INFLUENTIAL

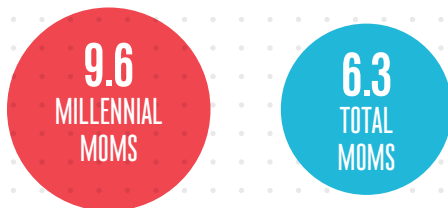
MILLENNIAL MOMS ARE DECISION-INFLUENCERS. THEY ARE MORE LIKELY THAN MOMS OVERALL TO PROVIDE OPINIONS AND RECOMMENDATIONS. THEY ALSO CITE THEMSELVES AS KEY ADVISORS AMONG THEIR CIRCLE OF FRIENDS.

HOW OFTEN DO OTHER PEOPLE ASK YOUR OPINION WHEN MAKING PURCHASE DECISIONS?

- Frequently
- Occasionally
- Rarely



NUMBER OF TIMES PER MONTH, ON AVERAGE, ASKED FOR A PRODUCT RECOMMENDATION



IN AN AVERAGE MONTH, NUMBER OF TIMES...

“LIKE” OR RECOMMEND PRODUCTS OR SERVICES ONLINE



RETWEET OR RE-PIN PRODUCTS OR SERVICES ONLINE



MILLENNIAL MOMS

TOTAL MOMS



MARKETERS NEED TO WIPE THE SLATE OF TRADITIONAL PERCEPTIONS CLEAN AND RECOGNIZE THE DIVERSITY OF THE MOM TARGET.

Millennial Moms' digital connectedness gives them a much different perspective of motherhood and brands need to learn how to better engage them in this new social era.

Find out more about Millennial Moms and how to engage them [HERE](#).

CIVILITY IN AMERICA



A MILLENNIAL VIEW

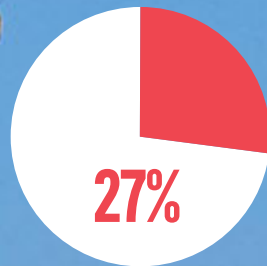
The seventh annual installment of Civility in America reveals generational differences in perspectives on civility.

Perhaps in an expression of hope over experience, Millennials are more optimistic for the future.

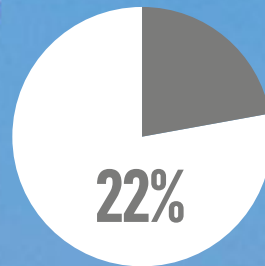
“

IN THE NEXT FEW YEARS, CIVILITY WILL GET BETTER
(% COMPLETELY/MOSTLY AGREE)

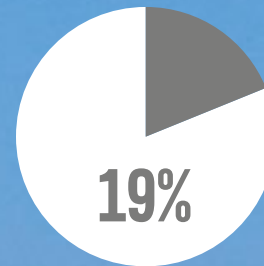
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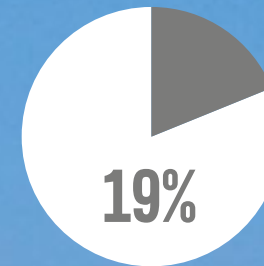
MILLENNIALS



GEN XERS



BOOMERS

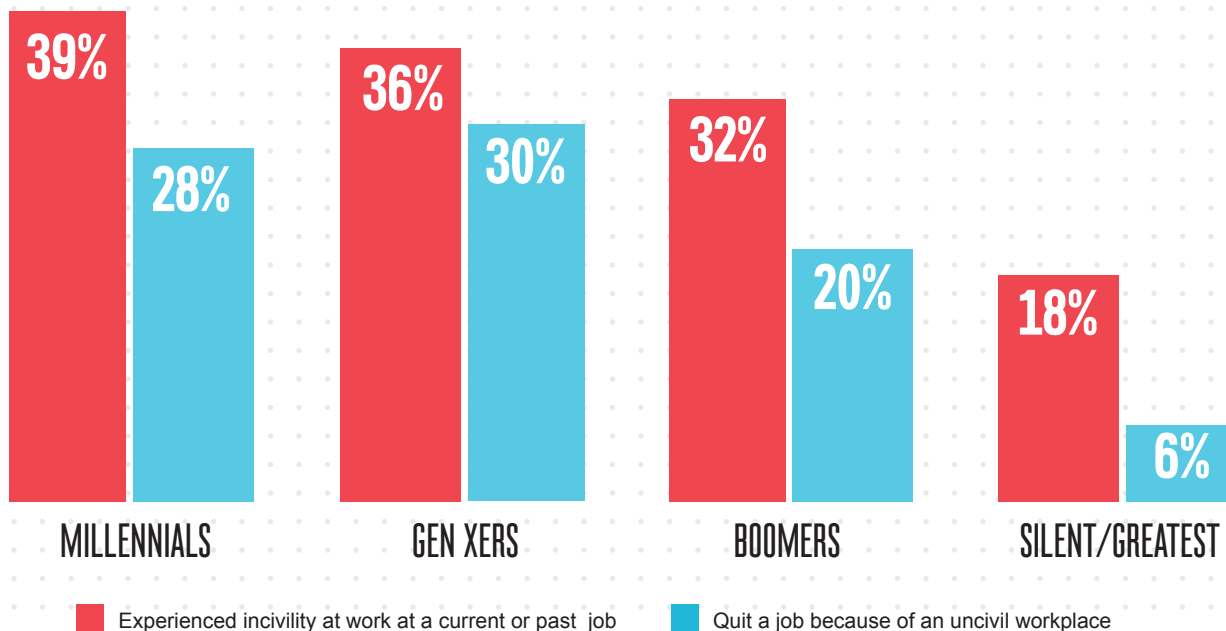


SILENT/GREATEST GEN

MILLENNIALS ARE TWICE AS LIKELY AS THE SILENT/GREATEST GENERATION TO SAY THEY HAVE EXPERIENCED INCIVILITY AT WORK

THIS INCIVILITY HAS DRIVEN 28% OF MILLENNIALS TO QUIT THEIR JOBS.

% OF AMERICANS WHO HAVE EVER...



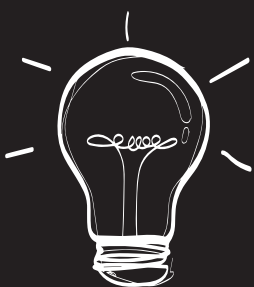
THE WORKPLACE HAS THE POTENTIAL TO BE A LARGELY INCIVILITY-FREE ZONE

People generally show more civility at work than they do outside of work (% agree)

65% Employed Millennials

63% Employed Gen Xers

60% Employed Boomers



MILLENNIALS ARE MOST OPTIMISTIC ABOUT THE FUTURE OF CIVILITY DESPITE HAVING EXPERIENCED INCIVILITY AT WORK.

The good news is that the research shows the workplace may offer a refuge from incivility for all generations. Employers should therefore regularly evaluate their workplace civility levels, understand which factors drive incivility experiences or perceptions and correct those behaviors. Employers maintaining workplace civility may help fuel Millennials' hopes for a more civil future.

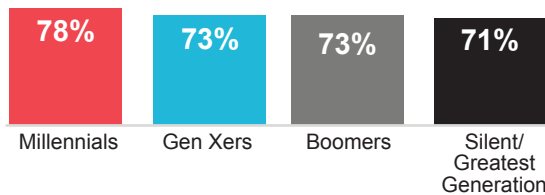
Find out more about Civility in America VII: The State of Civility [HERE](#).

A REAL PLAGUE: FAKE NEWS

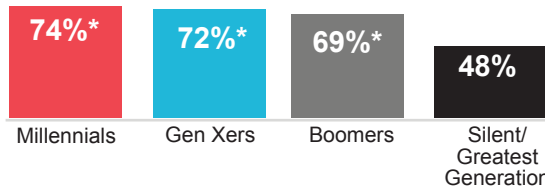
A REAL PLAGUE: FAKE NEWS, A SUPPLEMENTARY REPORT TO OUR SEVENTH CIVILITY IN AMERICA SURVEY, EXAMINES AMERICANS' AWARENESS OF AND EXPERIENCE WITH FAKE NEWS, THEIR LEVEL OF CONCERN AND THE IMPACT OF FAKE NEWS ON CIVIL DISCOURSE AND BEHAVIOR IN AMERICA.

MILLENNIALS ARE MORE LIKELY THAN OTHER GENERATIONS TO SAY THEY HAVE HEARD THE TERM "FAKE NEWS" AND TO HAVE READ A FAKE NEWS STORY

Have heard the term "fake news"



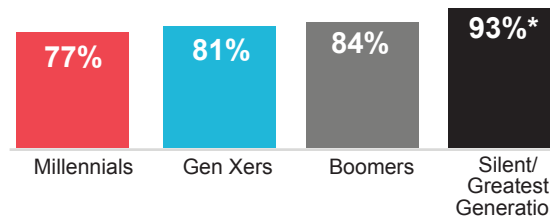
Have read a fake news story



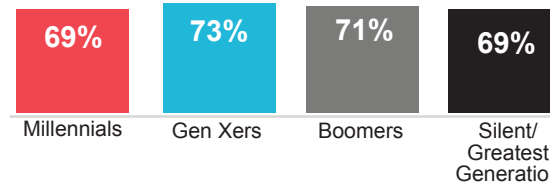
*significantly higher than other generations

LIKE OTHER GENERATIONS, MILLENNIALS REGISTER HIGH-LEVEL CONCERN ABOUT THE IMPACT OF FAKE NEWS ON MEDIA CREDIBILITY AND ITS CONTRIBUTION TO INCIVILITY

Very/somewhat concerned about fake news and its impact on the credibility of the media



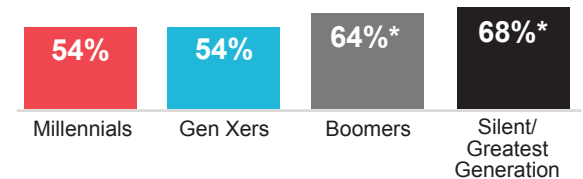
Think fake news is contributing to incivility in society



*significantly higher than other generations

MILLENNIALS AND GEN XERS ARE LESS IN FAVOR OF SOCIAL MEDIA AND SEARCH ENGINES BEING FAKE NEWS REGULATORS

In favor of social media sites and search engines eliminating fake news as a way to improve civility in America



*significantly higher than other generations



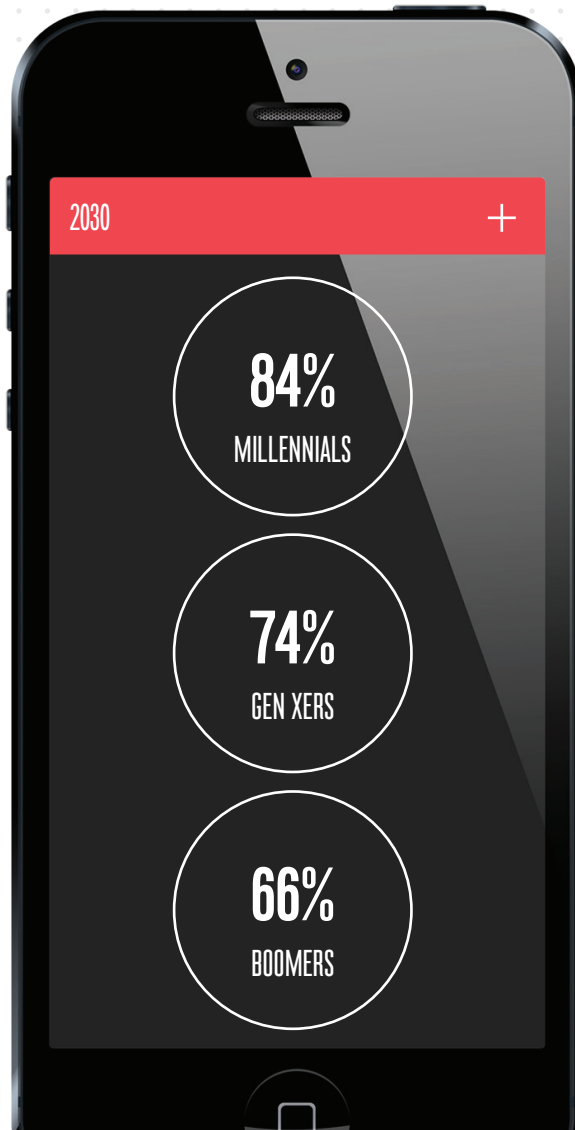
FAKE NEWS IS AN ISSUE FOR AMERICANS REGARDLESS OF GENERATION.

Americans are aware of fake news, have read it and are concerned about its impact on both the media and societal levels of incivility. For all generations, the elimination of fake news may be a step in the right direction for improving the civil discourse and behavior in our public squares.

Find out more about **A Real Plague: Fake News** [HERE](#).

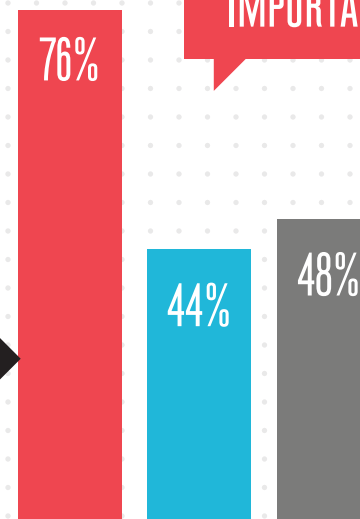
THE PUSH TOWARD GENDER EQUALITY IN THE EXECUTIVE RANKS: MILLENNIALS EXPECT NO LESS

GENDER EQUALITY IN THE EXECUTIVE RANKS: A PARADOX – THE JOURNEY TO 2030 FOUND THAT MILLENNIAL EXECUTIVES HAVE HIGHER EXPECTATIONS FOR ACHIEVING GENDER PARITY IN THE C-SUITE.



MILLENNIALS ARE MORE OPTIMISTIC FOR ACHIEVING GENDER EQUALITY BY 2030

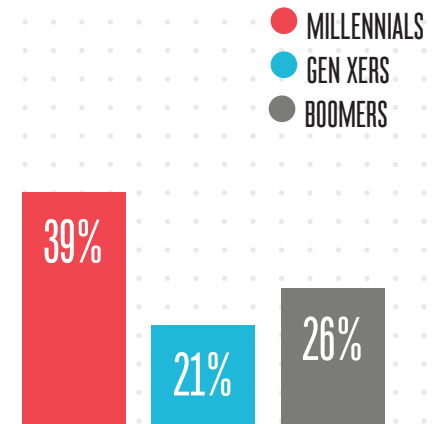
SIGNIFICANTLY HIGHER THAN OTHER GENERATIONS



Gender equality at C-level in own company is important.

IMPORTANCE OF GENDER EQUALITY ON THE PERSONAL LEVEL

GENDER EQUALITY IS PARTICULARLY IMPORTANT TO MILLENNIALS



Support for women to advance into leadership positions is valued in a potential employer.

MILLENNIALS ARE MORE LIKELY
TO WORK AT A COMPANY WHERE GENDER EQUALITY IS
ON THE CORPORATE AGENDA.

MILLENNIALS DON'T SEE STAKEHOLDER PRESSURE
AS ONE OF THE TOP THREE WAYS TO ACHIEVE GENDER EQUALITY LIKE OLDER GENERATIONS
DO. SENSITIVITY TO STAKEHOLDER PRESSURE IS LIKELY A FACTOR EXECUTIVES BECOME
MORE AWARE OF AS THEY BECOME MORE SENIOR IN THE ORGANIZATION.

COMPANY HAS A FORMAL, STATED
GOAL OF IMPROVING GENDER
EQUALITY IN THE C-SUITE

CREATING DIVERSE SENIOR
EXECUTIVE TEAM IS HIGH PRIORITY
OF COMPANY'S EXECUTIVE TEAM

TOP 3 CORPORATE ACTIONS AND BROAD SOCIAL CHANGES THAT WOULD MOST LIKELY
TRIGGER GENDER EQUALITY

	COMPANY HAS A FORMAL, STATED GOAL OF IMPROVING GENDER EQUALITY IN THE C-SUITE	CREATING DIVERSE SENIOR EXECUTIVE TEAM IS HIGH PRIORITY OF COMPANY'S EXECUTIVE TEAM	TOP 3 CORPORATE ACTIONS AND BROAD SOCIAL CHANGES THAT WOULD MOST LIKELY TRIGGER GENDER EQUALITY		
MILLENNIALS	67% Significantly higher than other generations	39%	47% More positive examples of women CEOs in young adult books	41% Several visionary CEOs who are women	39% Laws to ensure equal pay for men and women who do the same job
GEN XERS	39%	29%	43% Pressure from stakeholders	42% Laws to ensure equal pay for men and women who do the same job	39% More positive examples of women CEOs in young adult books 39% Several visionary CEOs who are women
BOOMERS +	40%	28%	51% Pressure from stakeholders	46% More female than male graduates from business or STEM schools	45% More positive examples of women CEOs in young adult books



THE MILLENNIAL GENERATION WILL DEMAND GREATER GENDER EQUALITY AND FIRMS WOULD BE WISE TO TAKE THEIR CONCERNS INTO ACCOUNT.

Employers cannot afford to disenfranchise this fast-growing and highly influential segment of the workforce and marketplace. They need to build a culture of inclusiveness and ensure Millennial expectations for gender equality are not met with disappointment.

Find out more about **Gender Equality** in the Executive Ranks here [HERE](#).

MILLENNIALS@WORK: PERSPECTIVES ON REPUTATION

MILLENNIALS@WORK: PERSPECTIVES ON REPUTATION EXPLORES HOW MILLENNIALS PERCEIVE THE IMPORTANCE OF THEIR OWN REPUTATIONS AT THEIR JOBS.

MILLENNIALS THINK ABOUT THEIR REPUTATIONS AT WORK MORE THAN ANY OTHER GENERATION



47%
MILLENNIALS

37%
GEN XERS

26%
BOOMERS

THINK ABOUT OWN
REPUTATION AT WORK ALL
OR MOST OF THE TIME

MILLENNIALS TAKE REPUTATION AT WORK SERIOUSLY

WHAT IS MORE IMPORTANT TO YOU, YOUR REPUTATION AT WORK OR YOUR REPUTATION ON SOCIAL MEDIA?	MILLENNIALS	GEN XERS	BOOMERS
My reputation at work	70%	73%	72%
My reputation on social media	2%	1%	3%
Both are equally important to me	21%	14%	13%
Neither is important to me	8%	11%	13%

JOB PERFORMANCE TRUMPS ALL WHEN IT COMES TO REPUTATION AT WORK, BUT MILLENNIALS ALSO SEE THE SOCIAL SIDE OF BUSINESS

HELPS BUILD A POSITIVE REPUTATION AT WORK

MILLENNIALS

GEN XERS

BOOMERS

Doing a good job

81%

89%

93%

Being prompt to work, meetings, etc.

65%

71%

80%

Being courteous

64%

67%

72%

Volunteering for assignments/ additional work

48%

43%

44%

Seeking advice or feedback from colleagues

47%

40%

37%

HELPS BUILD A POSITIVE REPUTATION AT WORK

MILLENNIALS

GEN XERS

BOOMERS

Staying late to complete work

38%

33%

34%

Making oneself visible to management

33%

27%

34%

Meeting with other staff members outside of work for happy hour, lunch, etc.

34%

14%

15%

Bringing food, drinks, etc. To share with coworkers

30%

19%

13%

Being active on social media

12%

3%

4%



THE ACKNOWLEDGEMENT THAT PERSONAL REPUTATION AT WORK IS IMPORTANT TO MILLENNIALS IS USEFUL INFORMATION FOR MANAGERS.

Managers should work hard at creating an environment where individual reputations can be developed and therefore help fulfill Millennials' endeavors for career success.

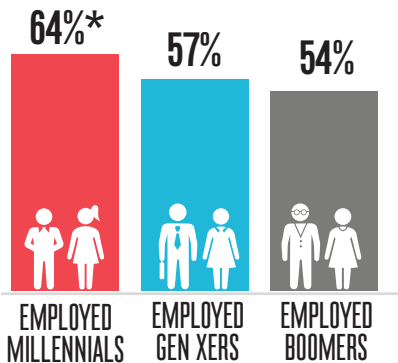
Find out more about Millennials@Works: Perspectives on Reputation and how they see their personal reputations being shaped [HERE](#).

MILLENNIALS@WORK: PERSPECTIVES ON DIVERSITY & INCLUSION

MILLENNIALS@WORK: PERSPECTIVES ON DIVERSITY & INCLUSION EXPLORES MILLENNIALS' EXPERIENCES WITH AND ATTITUDES TOWARD DIVERSITY AND INCLUSION IN THE WORKPLACE.

MILLENNIALS ARE MOST COMFORTABLE TALKING ABOUT ISSUES OF DIVERSITY AND INCLUSION IN THE WORKPLACE

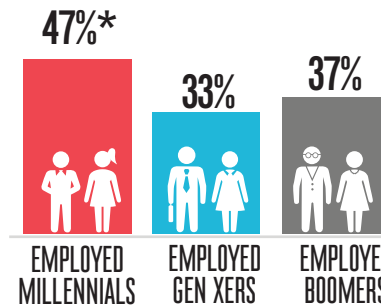
"I am comfortable discussing diversity and inclusion in the workplace." (% agree)



*significantly higher than Boomers

DIVERSITY AND INCLUSION IS AN IMPORTANT FACTOR IN MILLENNIALS' JOB SEARCHES

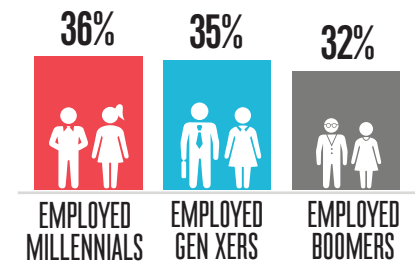
"If I were to look for a new job tomorrow, a diverse and inclusive workplace would be important in my job search." (% agree)



*significantly higher than other generations

REGARDLESS OF GENERATION, EMPLOYEES ACKNOWLEDGE THEY HAVE MORE DIVERSITY AT WORK THAN IN OTHER ASPECTS OF THEIR LIVES OUTSIDE OF WORK

"There is more diversity in my workplace than in aspects of my personal life outside of work." (% agree)



DIVERSITY AND INCLUSION RESONATES STRONGLY WITH THE MILLENNIAL GENERATION.

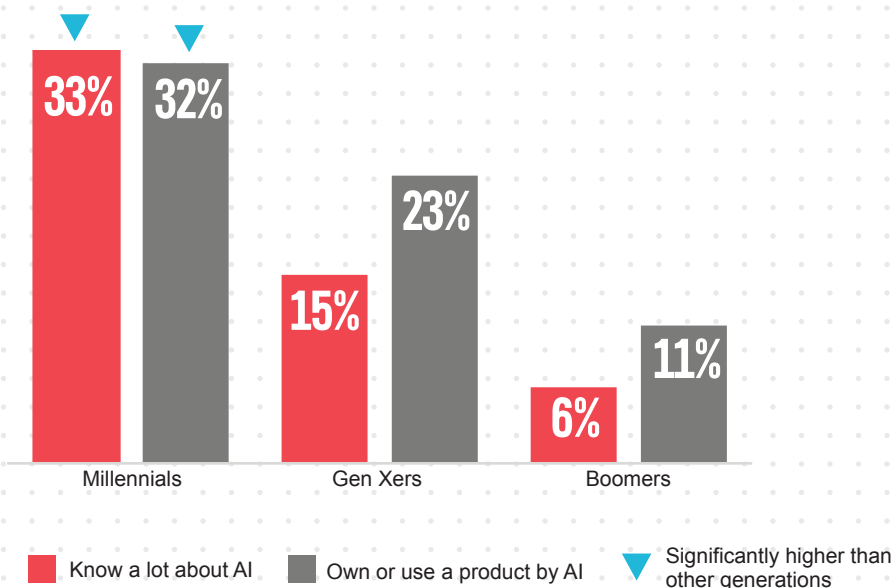
Given the importance that Millennials place on diversity and inclusion at work, employers should commit to creating a diverse, culturally-rich and inclusive workplace and consider better communication of their diversity and inclusion activities to Millennial employees and prospects.

Find out more about **Millennials@Work: Perspectives on Diversity & Inclusion** [HERE](#).

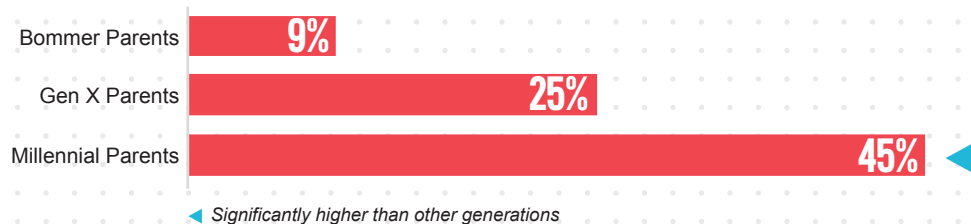
AI-READY OR NOT: ARTIFICIAL INTELLIGENCE HERE WE COME!

AI-READY OR NOT: ARTIFICIAL INTELLIGENCE HERE WE COME!, A SURVEY OF 2,100 GLOBAL CONSUMERS IN THE U.S., UK, CHINA AND BRAZIL AND 150 SENIOR-RANKING MARKETERS IN THE U.S., UK AND CHINA, GAUGES CONSUMER PERSPECTIVES ON AI AND ARMS MARKETERS WITH INSIGHTS ON HOW TO COMMUNICATE IN THE NEXT WAVE OF THE INFORMATION AGE: THE ERA OF ARTIFICIAL INTELLIGENCE.

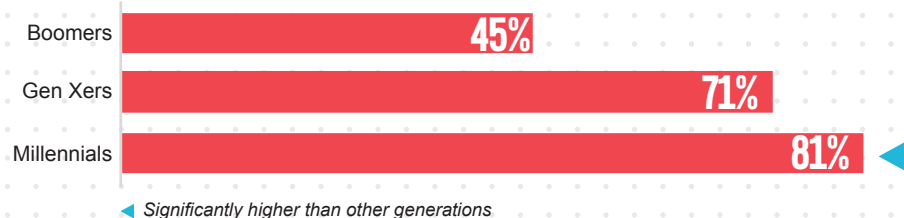
MILLENNIALS ARE THE GENERATION MOST LIKELY TO HAVE DEEP KNOWLEDGE ABOUT AI AND TO OWN OR USE AN AI PRODUCT



MILLENNIALS TRUST AI FOR CHILDCARE WOULD TRUST AI TO PROVIDE CHILDCARE/BABYSITTING



MILLENNIALS HAVE SIGNIFICANT FEARS OF JOB LOSS AI'S POTENTIAL FOR REPLACING OWN JOB AT LEAST PARTIALLY



MILLENNIALS ARE A TECH-SAVVY GENERATION WITH THE GREATEST KNOWLEDGE OF AI AND OWNERSHIP OF A AI PRODUCTS, MAKING THEM A PRIME TARGET FOR AI MARKETERS.

They're even comfortable with AI taking on intimate tasks such as babysitting. However, like other generations, Millennials have a strong concern about what AI means for future employment. Both marketers and employers need to address this issue quickly as the speed of AI disruption accelerates and be prepared to offer job re-training to soothe job replacement concerns.

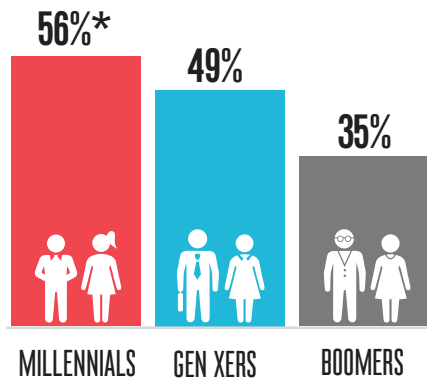
Find out more about **AI-Ready or Not: Artificial Intelligence Here We Come!** [HERE](#) and our **Millennials Edition** [HERE](#).

THE COMPANY BEHIND THE BRAND: IN GOODNESS WE TRUST

THE COMPANY BEHIND THE BRAND: IN GOODNESS WE TRUST EXAMINES THE INTERSECTION OF BRAND AND REPUTATION FROM THE VIEWS OF CONSUMERS AND SENIOR EXECUTIVES IN 21 GLOBAL MARKETS.

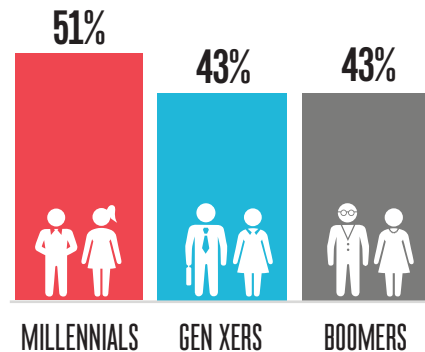
“GOODNESS” IS A REPUTATION DRIVER, ESPECIALLY FOR MILLENNIALS

Regularly or frequently discuss or share information about how healthy or good company products and services are

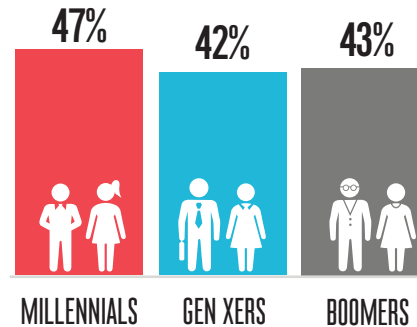


MORE THAN OTHER GENERATIONS, MILLENNIALS ARE INCREASINGLY BUYING FROM COMPANIES THAT MAKE THEM FEEL HAPPY AND GOOD AND THAT CARE ABOUT THEIR HEALTH AND WELL-BEING

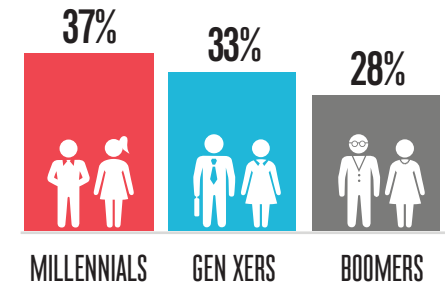
Increasingly buy from companies that make them feel happy and good



Increasingly buy from companies that care about their health/well-being



Increasingly want to feel good about the company that makes the products they buy



*significantly higher than other generations



MILLENNIALS PLACE AN EMPHASIS ON GOODNESS WHEN IT COMES TO A COMPANY'S REPUTATION AND ITS PRODUCTS AND SERVICES.

Goodness has an effect on buying behavior as well as decision-making during a job search. Marketers should be aware of the rise of personal and purpose communications and the emerging trend that their companies' reputations are now influenced, especially for Millennials, by the wellness and peace of mind that their goods deliver.

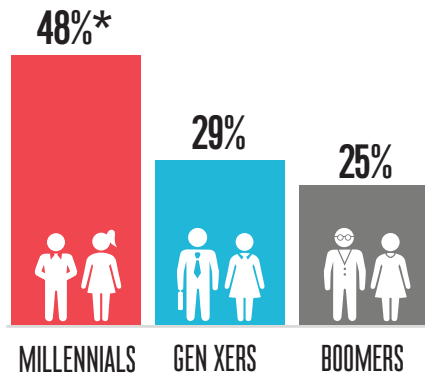
Find out more about [The Company behind the Brand II: In Goodness We Trust](#) [HERE](#).

CEO ACTIVISM

CEO ACTIVISM IN 2017 EXAMINES THE AMERICAN PUBLIC'S AWARENESS OF AND ATTITUDE TOWARD CEOS SPEAKING OUT ON HOTLY DEBATED CURRENT ISSUES.

MILLENNIALS ARE MOST AWARE OF CEO ACTIVISM

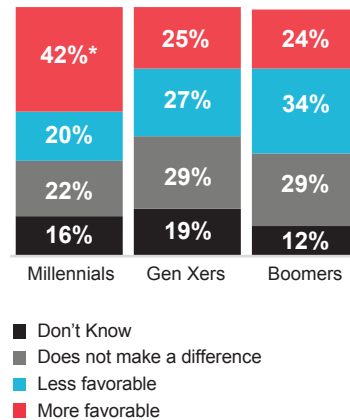
Have heard or read about CEOs taking public positions on hotly debated current issues



*significantly higher than other generations

MILLENNIALS ARE MOST FAVORABLE OF CEOS SPEAKING OUT

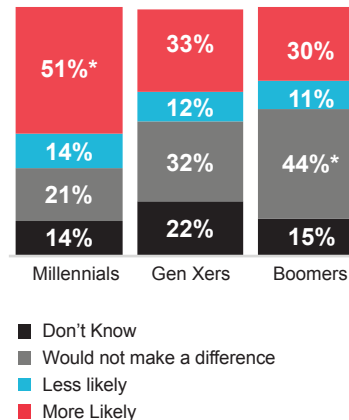
Favorability of CEOs taking public positions on hotly debated current issues in general



*Significantly higher than other generations

CEO ACTIVISM INFLUENCES MILLENNIAL PURCHASE DECISIONS

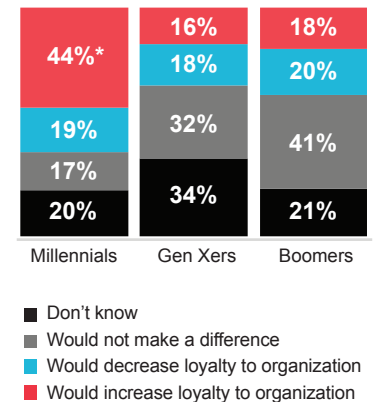
Likelihood of buying from company when agree with CEO who speaks out on hotly debated current issues



*Significantly higher than other generations

CEO ACTIVISM INFLUENCES MILLENNIAL LOYALTY

Loyalty toward own organization if CEO took public position on hotly debated current issues (% among full-time employees)



*Significantly higher than other generations



MILLENNIALS ARE THE GENERATION MOST FAVORABLE OF CEO ACTIVISM.

For companies looking to attract this generation, whether as consumers or as employees, CEO activism may be key to gaining a competitive advantage.

Find out more about CEO Activism in 2017 [HERE](#).

**PLEASE FEEL FREE TO CONTACT WEBER SHANDWICK
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