



Reputation Barometer 2.0: State of EFSA's reputation and lessons for future monitoring

Final Report

November 2020

Submitted to:

EFSA

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Reputation Barometer 2.0: State of EFSA's reputation and lessons for future monitoring

Final Report

A report submitted by [ICF S.A.](#)

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Executive summary

This report summarises the findings of the second Reputation Barometer study commissioned by the European Food Safety Authority (EFSA), building on the baseline study² conducted in 2017. EFSA's reputation was measured through a survey tool made available to representatives of its key institutional partner and stakeholder groups. In addition to presenting the findings of the survey, the report also includes a review of comparable efforts by peer organisations in the domain of reputation management and monitoring, offering recommendations for future reputation monitoring activities at EFSA. Fieldwork was conducted between April and June 2020.

How does the measurement work? The framework for the Reputation Barometer is structured around three elements: attributes, audiences and temporality.

The attributes refer to the distinct and separate aspects of EFSA's work. The twelve attributes originally identified in the 2017 study and used for the 2020 Reputation Barometer are:

- EFSA's approach to providing scientific advice
- The quality of EFSA's risk assessment opinions
- The efficiency of EFSA in producing risk assessments
- The identification and characterisation of emerging risks by EFSA
- EFSA's work to harmonise risk assessment methods
- EFSA's independence and objectivity
- The level of transparency at EFSA
- How EFSA communicate risks
- Engagement by EFSA with external partners
- EFSA's provision of scientific and technical assistance to Member States for crisis management
- The quality of EFSA's governance
- EFSA's innovativeness

EFSA's audiences refers to the multiple relevant audiences, which likely have different expectations and experiences of EFSA's work. These include the Member States, the European Commission, organisations taking part in EFSA's Stakeholder Engagement Approach, and the scientific community. The audiences surveyed were aligned to those surveyed in 2017 with minor adjustments. The only change made was the exclusion of the Members of the European Parliament, for which low participation in the baseline study prompted EFSA to pursue an alternative approach to measuring reputation.³

The temporality of EFSA's reputation refers to an understanding that reputation is anchored in the present. The repetition of a similar survey, using the same attributes and surveying a similar sample, has allowed for a comparison between years.

A survey containing 46 items describing the above attributes was deployed to EFSA's audiences. Compared to 2017, the survey was slightly amended to improve clarity and simplicity, while ensuring comparability with baseline results.

In addition, the 2020 study included reputation measurement and monitoring interviews with eight peer organisations, whose lessons are meant to be used to improve further EFSA studies in this regard.

² Available at https://www.efsa.europa.eu/sites/default/files/corporate_publications/files/Reputation-barometer-17.pdf

³ Available at http://www.efsa.europa.eu/sites/default/files/corporate_publications/files/Reputation-barometer-follow-up-study-19.pdf

What were the key findings? The study generated an EFSA reputation score for each of the stakeholder groups selected. Scores were calculated on a scale from -100 to 100 with define intervals of “negative”, “neutral” and “positive” reputation.

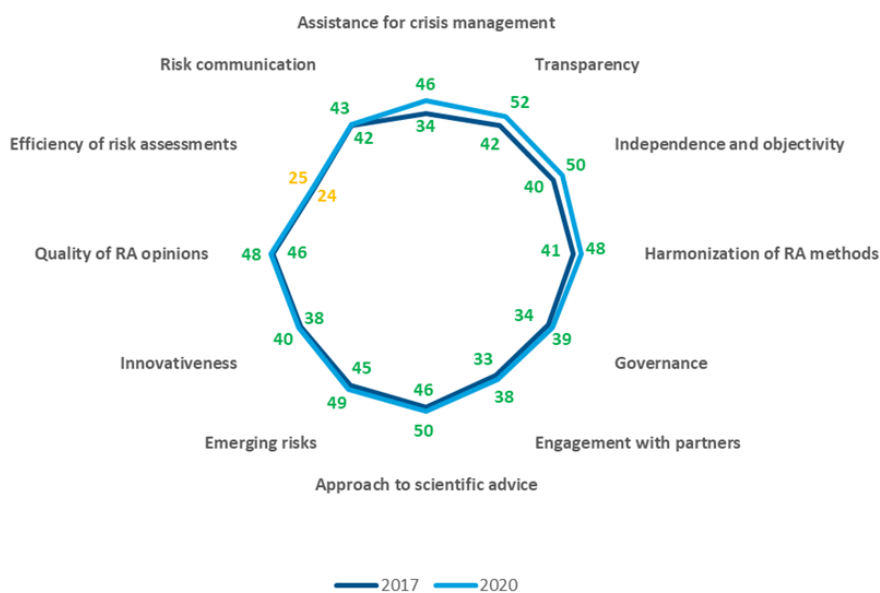
Figure ES1.1 Reputation scores by stakeholder group

	Negative					Neutral					Positive																			
	-100	-90	-80	-70	-60	-50	-40	-30	-20	-10	0	10	20	30	40	50	60	70	80	90	100									
	Member authorities					State Commission					European Commission					Business, farmers and primary producers					Consumers and thematic organisations					Scientific community				
2017	46					33					20					3					42									
2020	52					44					23					12					54									

EFSA’s reputation largely improved across stakeholder groups and across attributes between 2017 and 2020. Highest improvements were registered for the scientific community, European Commission and consumers and thematic organisations.

The attributes where an increase in score was most notable were harmonisation of risk assessment methods, transparency, independence and objectivity, and assistance for crisis management. On the other hand, efficiency of risk assessments was fairly static when compared to 2017, scoring lowest among most stakeholder groups.

Figure ES1.2 Reputation scores by attribute



Interviews with peers portrayed reputation as a key performance indicator for regulatory bodies (often in conjunction with trust). The majority of the organisations deploy quantitative research on their reputation or trust, sometimes combined with qualitative techniques such as interviews or focus groups. Some organisations also consider media and social media monitoring to be part of reputation research. All agreed that measuring “informal” feedback is as important as conducting periodic “formal” studies.

What next? The conclusion section of the report summarises how EFSA can take forward the main findings of the survey and interviews with peer organisations to improve its performance and future reputation measurement efforts.

1 Introduction

This study was commissioned from ICF by EFSA (contract number 03/2019-ICF) under the Framework Contract No 17-3030-10 FWC 1. Its purpose was to complete a measurement of EFSA's reputation in 2020, building on the baseline of the 2017 Reputation Barometer⁴ and comparing EFSA's reputation in 2020 against this baseline. The study aimed also to review comparable efforts by peer organisations in the domain of reputation management and monitoring to complement trends in EFSA's reputation with recommendations for future reputation monitoring activities.

The Reputation Barometer survey questionnaire from 2017 was revised and simplified, based on lessons learned in the baseline survey. The survey was conducted online and targeted toward EFSA's stakeholders, institutional partners (Member States, European Commission) and members of the scientific community. This report discusses changes to EFSA's reputation between 2017 and 2020 as measured through both surveys.

Other approaches to measuring reputation were also reviewed. This involved interviews with a selection of EFSA's peer organisations and a synthesis of their experiences measuring reputation. Based on these findings and a supplementary review of relevant literature, the report offers recommendations on ways EFSA's approach to reputation management and monitoring could evolve.

⁴ Available online at: <https://www.efsa.europa.eu/sites/default/files/event/mb180321/mb171212-i2.pdf>

2 Conceptual framework

This section summarises the conceptual underpinnings of the 2020 Reputation Barometer as developed for the 2017 Reputation Barometer. The original study is available [here](#).

2.1 The concept of EFSA's reputation

The 2017 Reputation Barometer constructed a concept of EFSA's reputation based on a review of literature on corporate reputation and a review of literature on agency reputation. The concept used was based on Carpenter's definition of agency reputation (Carpenter 2010a) and the work of Dowling and Gardberg (2012) and considered EFSA's reputation in relation to three main elements: attributes, audiences and temporality.

2.1.1 Attributes

Consistent with the 2017 Reputation Barometer, the 2020 Reputation Barometer is structured around twelve attributes. EFSA's reputation is conceptualised as a composite from the views of audiences on all of those attributes.

- **EFSA's approach to providing scientific advice** – This attribute refers to the *process* through which EFSA generates scientific opinions.
- **The quality of EFSA's risk assessment opinions** – This attribute refers to the *outcomes* of EFSA's risk assessment activities.
- **The efficiency of EFSA in producing risk assessments** – This attribute refers to the *timeliness* of EFSA's risk assessments and to its use of *resources* to carry out risk assessments.
- **The identification and characterisation of emerging risks by EFSA** – This attribute refers to EFSA's role to identify and assess emerging risks.
- **EFSA's work to harmonise risk assessment methods** – This attribute refers to EFSA's role to contribute to the harmonisation of methods of risk assessment at the EU and global level.
- **EFSA's independence and objectivity** – This attribute refers to EFSA's obligation to act in an independent and objective manner, including through its policy to address and prevent conflicts of interest.
- **The level of transparency at EFSA** – This attribute refers to EFSA's obligation and commitment to be transparent about its processes, practices, and findings.
- **How EFSA communicates risks** – This attribute refers to one of EFSA's main roles: to be the risk communicator on food safety issues at the EU level.
- **Engagement by EFSA with external partners** – This attribute refers to EFSA's interactions with stakeholders, including and beyond its institutional stakeholders.
- **EFSA's provision of scientific and technical assistance to Member States for crisis management** – This attribute refers to EFSA's role to provide assistance to Member States in times of crisis.
- **The quality of EFSA's governance** – This attribute refers to the governance procedures and practices at EFSA.
- **EFSA's innovativeness** – This attribute refers to how innovative EFSA is in its risk communication, data collection, data analysis, and risk assessment methodologies.

2.1.2 Audiences

The 2017 study identified that EFSA has multiple relevant audiences and that these audiences will likely have different expectations and experiences of EFSA's work. As such, it is important to distinguish between EFSA's audiences when assessing reputation.

The stakeholder groups included in the 2020 survey differed from those included in the 2017 survey in the following respects:

- A different approach was taken to sampling members of the scientific community;
- Practitioners and distributors, not included in the 2017 survey, have been included in the 2020 survey to ensure the survey includes all of EFSA's registered stakeholders; and
- Members of the European Parliament were included in the 2017 survey, however participation was too low to achieve meaningful results. Reflecting this experience, MEPs have not been included in the 2020 survey. An alternative approach to measuring EFSA's reputation with MEPs was piloted in a 2019 study, using discourse analysis rather than a survey tool.⁵

2.1.3 Temporality

As for the 2017 Reputation Barometer, EFSA's reputation is understood as being anchored in the present. The repetition of a similar survey, using the same attributes and surveying a similar sample, has allowed for a comparison between years. EFSA's mandate and activities have not significantly changed since that time, supporting the validity of this comparison.

⁵ http://www.efsa.europa.eu/sites/default/files/corporate_publications/files/Reputation-barometer-follow-up-study-19.pdf

3 Method

This section outlines the methodology followed to:

- Develop survey tools
- Collect data (questionnaire survey and interviews)
- Analyse data

3.1 Development of the survey tool

The survey tool (see Annex 1) was based on the tool developed for the 2017 Reputation Barometer. Some revisions were made, notably:

- some amendments were made to the wording of indicator questions (e.g. the questions used to calculate attribute scores) to improve clarity, based on discussions with EFSA's Social Research Methods and Advice working group;
- four indicator questions were added to cover EFSA's interaction with all stakeholder groups;
- questions included in the 2017 survey on evolution over the past 12 months, sentiment and benchmarking were removed as they had low response rates in 2017 and were ultimately not used to calculate reputation scores;
- an additional question was included on the frequency with which the respondent has been interacting with EFSA;
- Alignment was ensured with EFSA's Customer/Stakeholder Feedback Survey as per the [EFSA Social Science Roadmap](#).

3.1.1 Attributes

The questionnaire was developed around the list of EFSA's attributes. When applicable, attributes were detailed further into a list of more specific components. For instance, the efficiency of EFSA's risk assessment activities was detailed further to include indicators referring to the timeliness of EFSA's responses to requests for opinions and to its use of resources. A total of 46 indicators were elaborated. The design of the questionnaire involved numerous checks for consistency and overlaps: one indicator should apply to one attribute only. Particular care was also taken to avoid indicators that would be causally related to one another. In other words, one indicator should not be the *cause* or the *effect* of another indicator. Otherwise it would not be possible to aggregate respondents' ratings for these indicators. The research team did not have empirical evidence on the causal relationships between these indicators, therefore it relied instead on inferences and logic, building on the team's understanding of EFSA's activities.

3.1.2 Importance of each attribute - weighting

The survey tool included one question that assessed the importance respondents gave to each attribute. Responses were then coded to obtain a weighing factor for each attribute. Respondents were invited to indicate what importance each attribute had to themselves on a 6-point scale (from "Not important" to "Extremely important"). These absolute weighting scores were recalculated in order to obtain relative weighting scores.

3.1.3 EFSA’s performance for each attribute

In the main part of the survey, respondents were asked to rate the performance of EFSA on each of the 42 indicators. These indicators map to the 12 attributes of EFSA. Respondents had the option to score the performance of EFSA on a 7-point scale (from “Extremely poor” to “Extremely good”). Respondents also had the option to select “Not applicable”.

3.2 Main fieldwork

3.2.1 Sample selection

The sample selected covered EFSA’s stakeholders, institutional partners (Member States, European Commission) and members of the scientific community. The sample was similar to that selected in 2017. The main differences relate to:

- a different sampling approach for the scientific community (in 2017, a snowballing approach was used which made it difficult to calculate the sample size; in 2020, a list was compiled based on EFSA records of members of the scientific community across its areas of work); and
- the inclusion of Distributors and Practitioners to complete the coverage of stakeholders registered as part of EFSA’s Stakeholder Engagement Approach.

3.2.2 Recruitment of participants and reminders

Participants were recruited by email. Each participant was provided with a personalised link to the survey. EFSA provided support by giving advance notice of the survey to all participants. ICF sent three email reminders. Responses were received between April and May 2020.

3.2.3 Interviews

Ten telephone interviews with eight of EFSA’s peer organisations were conducted. Recruitment was facilitated by EFSA. An interview topic guide (see Annex 2) was developed in advance and agreed with EFSA. The organisations were:

- Dairy Safe Victoria (Australia)
- the Chilean Agency for Food Safety and Quality (ACHIPIA, Chile)
- the European Chemicals Agency (ECHA, EU)
- the European Medicines Agency (EMA, EU)
- the Federal Institute for Risk Assessment (BfR, Germany)
- the Food and Drug Administration (FDA, United States)
- the Food Standards Agency (FSA, UK)
- the National Food Chain Safety Office (NEBIH, Hungary)

3.3 Analysis

3.3.1 Calculation of the reputation score

The overall reputation score has been defined as the sum of the weighted scores given to each attribute of EFSA’s reputation. This can be expressed as follows:

$$z = \sum_{i=1}^n r w_i x_i$$

In this equation:

- “z” is the overall reputation score;
- “i” is an attribute of EFSA’s reputation;
- “rw” is the relative weighting given to each attribute; and
- “x” is the performance score given by the respondent for that particular attribute.

The relative weighting given to each component is calculated from a set of importance scores, w_i , where each score represents an answer to the question “How important is [attribute] to you?” For example, a respondent may consider independence and objectivity at EFSA to be of average importance ($w=3$ on a scale from 1 to 6).

In order to assess the relative weight that an attribute should have in the overall reputation score, the weighting score, w , is turned into a relative weighting score, rw , as represented by this equation:

$$rw_i = \frac{w_i}{\sum_{i=1}^n w_i}$$

For example, if a respondent has given a weight of 5 to attribute 1 ($w_1 = 5$) and respectively weights of 3 and 2 to attributes 2 and 3 ($w_2 = 3, w_3 = 2$), then the relative weight of attribute 1 is calculated as:

$$rw_1 = \frac{5}{5 + 3 + 2} = 0.5 \text{ (50\%)}$$

Each attribute may itself be a composite measure. For example, “EFSA’s approach to providing scientific advice” as an attribute of EFSA’s reputation is made of various components, covering methodology, data, and interpretation. The barometer requires a performance score for each component. However, to limit the barometer’s complexity, those components are assumed to carry the same weight for respondents. Therefore, the overall performance score for the attribute is calculated as the straight average of the components’ performance scores.

Performance scores sit on a scale from -100 (extremely poor) to +100 (extremely good). For example, if the attribute “risk assessment” has three components – methodology, data, and interpretation – and the performance scores for these three are, respectively, 100, -100, and 66, then the overall performance score for the attribute “risk assessment” is:

$$x = \frac{100 - 100 + 66}{3} = 22$$

Figure 3.1 illustrates how these scores translate into positive, neutral and negative assessments.

Figure 3.1 Reputation score scale

Negative					Neutral					Positive										
-100	-90	-80	-70	-60	-50	-40	-30	-20	-10	0	10	20	30	40	50	60	70	80	90	100

4 Results – EFSA’s reputation in 2020

4.1 Response rate

The overall response rate in 2020 was 33%, a slight increase on the 30% response rate in 2017. The response rates were relatively similar to those from 2017, although there was a notable increase in the response rate among businesses, farmers and primary producers.

Table 4.1 Response rates

Audience	Invites sent	Completes	Rate
Member State authorities (Advisory Forum)	71	31	44%
European Commission	37	15	41%
Businesses, farmers and primary producers	84	26	31%
Consumers and thematic organisations	29	9	31%
Scientific community	111	31	28%
Practitioners	14	3	21%
Distributors	4	1	25%
Total	359	120	33%

4.2 The context: EFSA in 2020

The survey was carried out between April and May of 2020. During this time, and the months preceding the survey, several events and processes have taken place that may have contributed to participants’ assessment of EFSA’s reputation.

Although not directly relevant to EFSA’s reputation, this period coincided with the **COVID-19 pandemic**, at a time when most countries were operating under lockdown restrictions. Many participants were likely experiencing significant changes to business and working practices. Nevertheless, response rates improved in the 2020 survey.

The survey period also coincided with the lead-up to the release of the European Commission’s **Farm to Fork Strategy**, which encompasses a range of actions aimed at developing a robust and resilient food system. Many of these actions may have implications on EFSA’s future work, such as the strengthening of environmental risk assessments.

The survey has also followed the approval of the **Transparency Regulation**⁶ in 2019, aiming to ensure more transparency in risk assessment by ensuring public access to information submitted for risk assessments. It also includes measures to increase the independence of studies, strengthen governance and scientific cooperation and develop comprehensive risk communication.

In addition to the Transparency Regulation, EFSA took several other steps in 2019 to improve transparency. This includes updating its list of “public institutions” (institutions with whom EFSA partners and for whom there is no conflict of interest) and making this list publicly available on

⁶ Regulation text available [here](#)

its website. EFSA has also continued to publish the Declarations of Interest of its operational management team.

The survey has also followed work done to enhance EFSA’s **approach to stakeholder engagement**. This approach was reviewed in 2019 and a set of recommendations were made to improve how EFSA communicates and engages with stakeholders and how EFSA takes stakeholder feedback into account.

4.3 Cross-cutting observations

4.3.1 Reputation scores

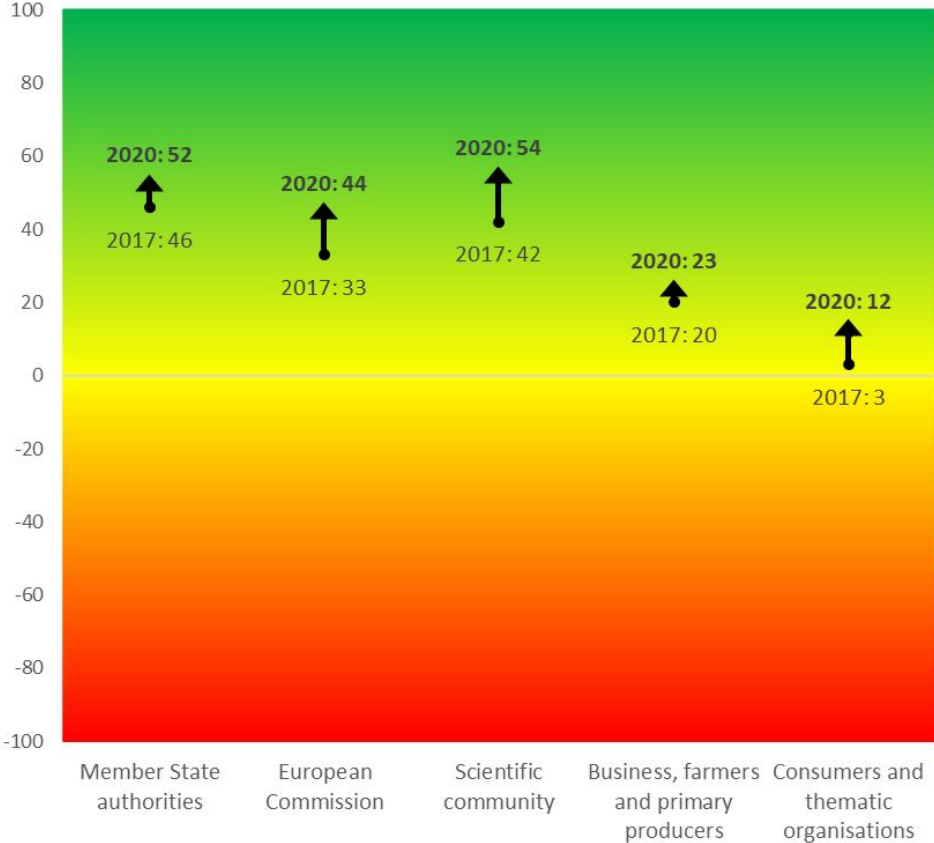
Individual reputation scores were calculated for each audience group (shown in Table 4.2). Scores suggest that EFSA’s reputation has improved to some extent across all groups. Highest improvements were observed among the scientific community, the European Commission and consumers and thematic organisations.

In terms of sentiment analysis, and in line with the previous results, EFSA’s reputation remains positive among Member States and the scientific community, while businesses, farmers and primary producers as well as consumers and thematic organisations tend to be more neutral.

Table 4.2 Reputation scores for each audience (on a scale of -100 to +100)

	Negative					Neutral					Positive														
	-100	-90	-80	-70	-60	-50	-40	-30	-20	-10	0	10	20	30	40	50	60	70	80	90	100				
	Member State authorities					European Commission					Scientific community					Business, farmers and primary producers					Consumers and thematic organisations				
2017	46					33					42					20					3				
2020	52					44					54					23					12				

Figure 4.1 Illustration of changes in overall reputation scores for each audience since 2017



Note: Responses between -100 and -31 are deemed negative (in red); between -30 and +30 are deemed neutral (in orange); between +31 and +100 are deemed positive (in green).

Two new stakeholder groups were included for 2020 – distributors and practitioners. The reputation scores for these groups were 12 and 56 respectively. They are not included in the above table due to the low number of respondents (one distributor and three practitioners) even if these numbers are proportionate to the number of such organisations registered under EFSA’s Stakeholder Engagement Approach.

As Figure 4.2 shows, the overall performance scores for each attribute increased in 2020 compared to 2017. The largest increase is for EFSA’s crisis management assistance (+12pts). On the other hand, efficiency of risk assessments and risk communication were fairly static (+1pt).

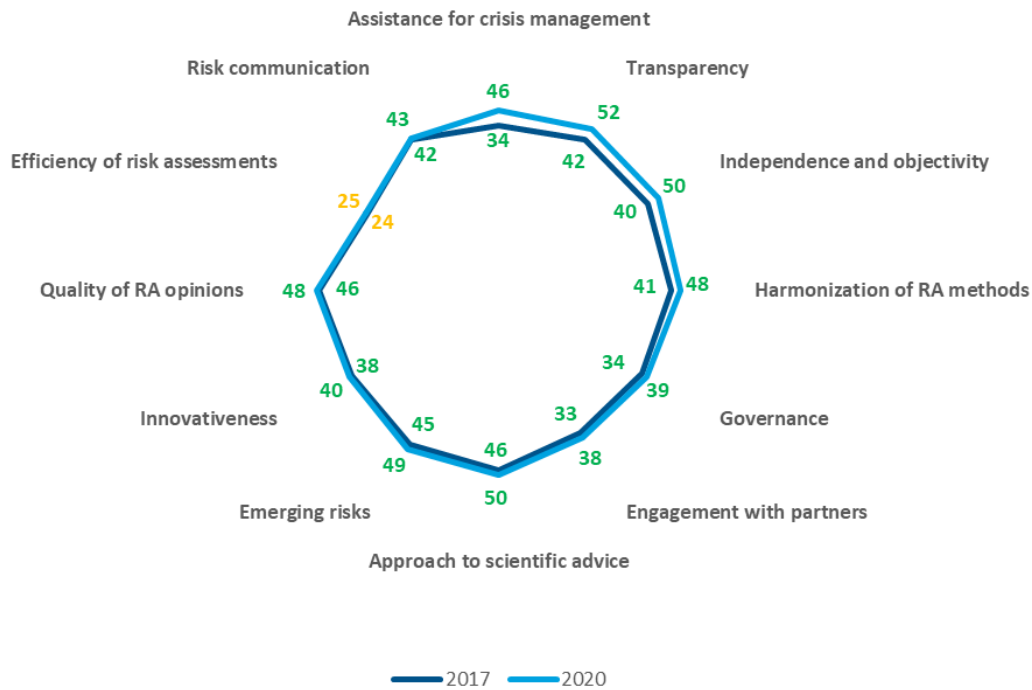
Comparing the scores of individual stakeholder groups provides further context for the overall scores of each attribute. For example, EFSA’s performance in relation to harmonising risk assessment methods was rated at least 10 points higher in 2020 by Member States, the European Commission and businesses, farmers and primary producers, and the scientific community. By contrast, this attribute was scored slightly lower by consumer and thematic organisations.

Increases in performance ratings were also seen in EFSA’s approach to providing scientific advice, assistance for crisis management, transparency, and independence and objectivity, where the ratings of at least three of the stakeholder groups increased by 10 points or more.

Some attributes scored low across stakeholder groups. EFSA’s efficiency in producing risk assessments, which includes the aspect of timeliness, scored particularly low across all stakeholder groups, for example, and was the lowest scored attribute for Member States, the

European Commission, businesses, farmers and primary producers, and the scientific community. A similar pattern was also seen in 2017.

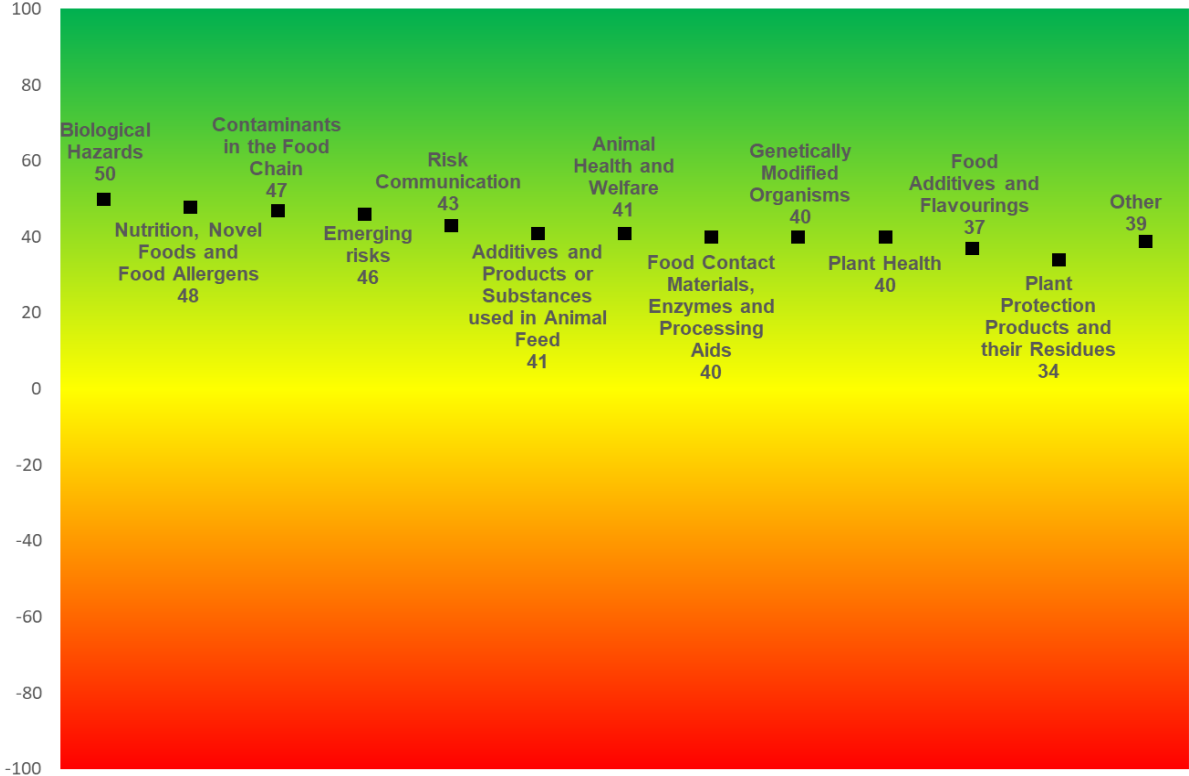
Figure 4.2 Overall change in performance score for each attribute between 2017 and 2020



Overall, the vast majority of respondents were engaged with EFSA, with 94% reporting that they engage with EFSA regularly (at least once a month) or somewhat regularly (at least once a quarter). Nine in ten respondents (91%) indicated that they are “quite familiar” or “very familiar” with EFSA’s work, but the average reputation score was the same for both groups (43).

Overall reputation scores were also analysed in comparison to the areas of EFSA’s work that respondents were interested in. For the most part, stakeholder areas of interest did not appear to have a strong effect on reputation scores (see Figure 4.3). However, the average reputation scores from those interested in plant protection products and their residues, and food additives and flavourings are over 10 points lower than those of audiences with an interest in biological hazards.

Figure 4.3 Average reputation scores for each area of EFSA’s work in which stakeholders are interested

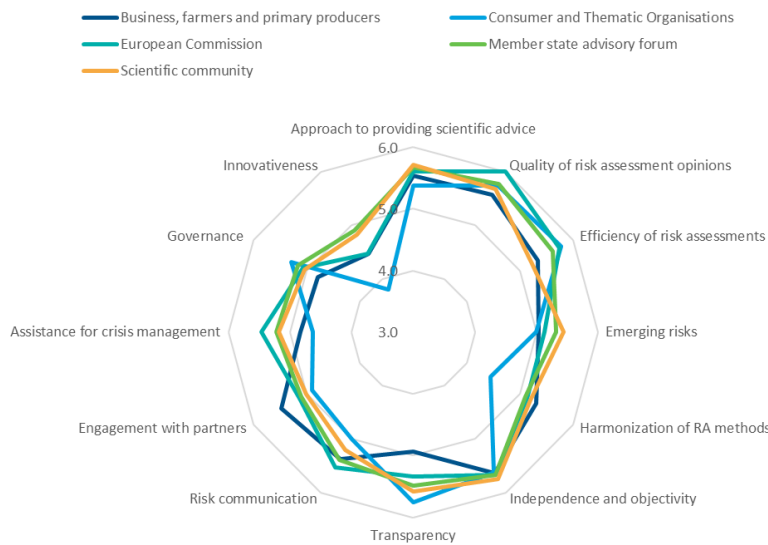


4.3.2 Importance scores

The degree of importance that respondents give to different aspects of EFSA’s activities has broadly remained the same in 2020. Overall, all 12 attributes were considered to have considerable importance, with only minor differences between respondent groups. Across all groups, scores tended to be similar across the attributes, nearly always ranging between 4.8 and 5.7 on a six-point scale.

The quality of risk assessments, approaches to providing scientific advice and independence and objectivity tended to receive the highest importance ratings (averaging 5.8, 5.7 and 5.7 respectively across all groups). Innovativeness tended to receive lower importance ratings, particularly among consumer and thematic organisations where the average importance is 3.8.

Figure 4.4 Importance scores per attribute and per audience



4.4 Member State Authorities (Advisory Forum)

Member States rated EFSA’s performance positively across the 12 attributes in 2020, with all scores representing at least a small increase from 2017. EFSA’s overall reputation score also showed an improvement on the 2017 score (+6pts). This is shown in Table 4.3.

Across four attributes there were marked improvements (+10pts or more). This was most prominent in scores of EFSA’s independence and objectivity, which had increased by 20 points from 43 to 63 and was the highest scored attribute in 2020. EFSA’s harmonisation of risk assessment methods, transparency and engagement with partners also scored at least 10 points above their 2017 scores, with all receiving scores above 50.

Only one of the 12 attributes, the efficiency of EFSA’s risk assessments, received a performance score of below 40. However, this score also increased: from 31 in 2017 to 37 in 2020.

Table 4.3 Member State authorities scores in 2017 and 2020

	Performance (on a -100 to +100 scale)		Weighting (on a 1-6 scale)		Reputation score (on a -100 to +100 scale)	
	2017	2020	2017	2020	2017	2020
Approach to providing scientific advice	53	59	5.3	5.7	46	52
Quality of risk assessment opinions	53	58	5.6	5.8		
Efficiency of risk assessments	31	37	5	5.6		
Emerging risks	45	49	5.1	5.3		
Harmonisation of RA methods	52	62	5.3	5.1		
Independence and objectivity	43	63	5.5	5.7		

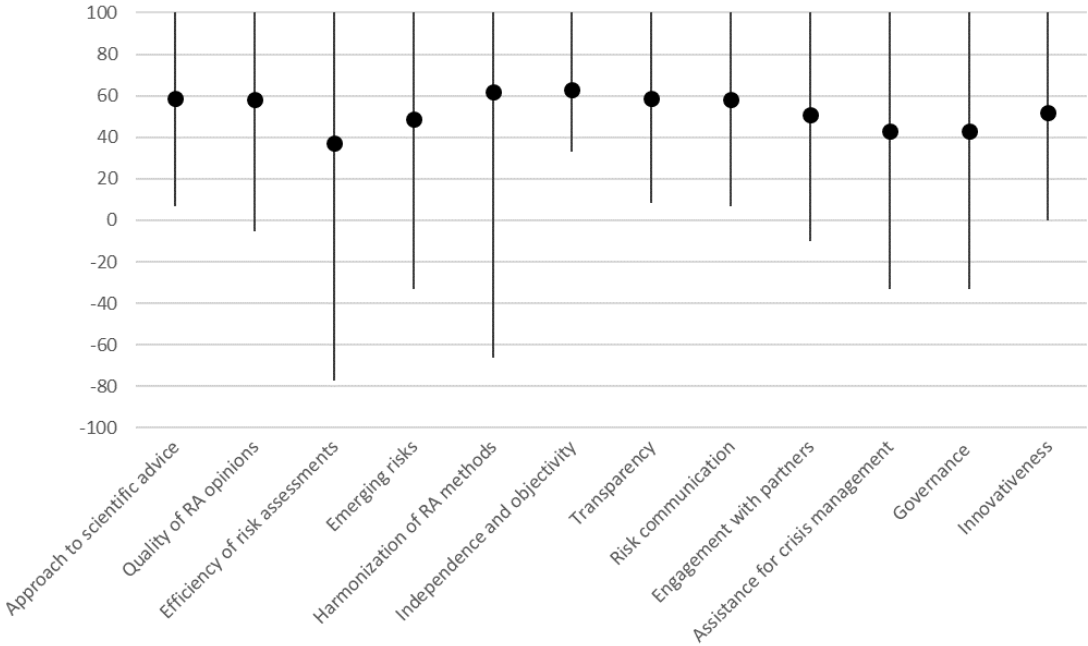
	Performance (on a -100 to +100 scale)		Weighting (on a 1-6 scale)		Reputation score (on a -100 to +100 scale)	
	2017	2020	2017	2020	2017	2020
Transparency	48	59	5.2	5.5		
Risk communication	52	58	5.2	5.4		
Engagement with partners	40	51	4.6	5.1		
Assistance for crisis management	42	43	4.9	5.2		
Governance	37	43	4.9	5.2		
Innovativeness	50	52	4.4	4.9		

Note: Performance and reputation score increases of +10pts in green.

Although the performance and reputation scores of Member States are positive and show an increase over the previous survey, an illustration of the distribution of scores at different attributes shows that there is a broad spectrum of opinion among respondents (see Figure 4.5). At every attribute there is at least one respondent providing a rating of 100, but there are also respondents with extreme opinions at the other end of the spectrum. This is particularly visible for the efficiency of risk assessments (reaching -77) and harmonisation of risk assessment methods (reaching -66).

In 2017, there was similarly a very large distribution in scores, though this disparity appears to have grown in 2020. For example, scores in 2017 for efficiency in risk assessments ranged from -44 to 77 (compared to -77 to 100 in 2020) while harmonisation of risk assessment methods ranged from 0 to 100 (compared to -66 to 100 in 2020).

Figure 4.5 Distribution of Member State authorities performance scores (2020)

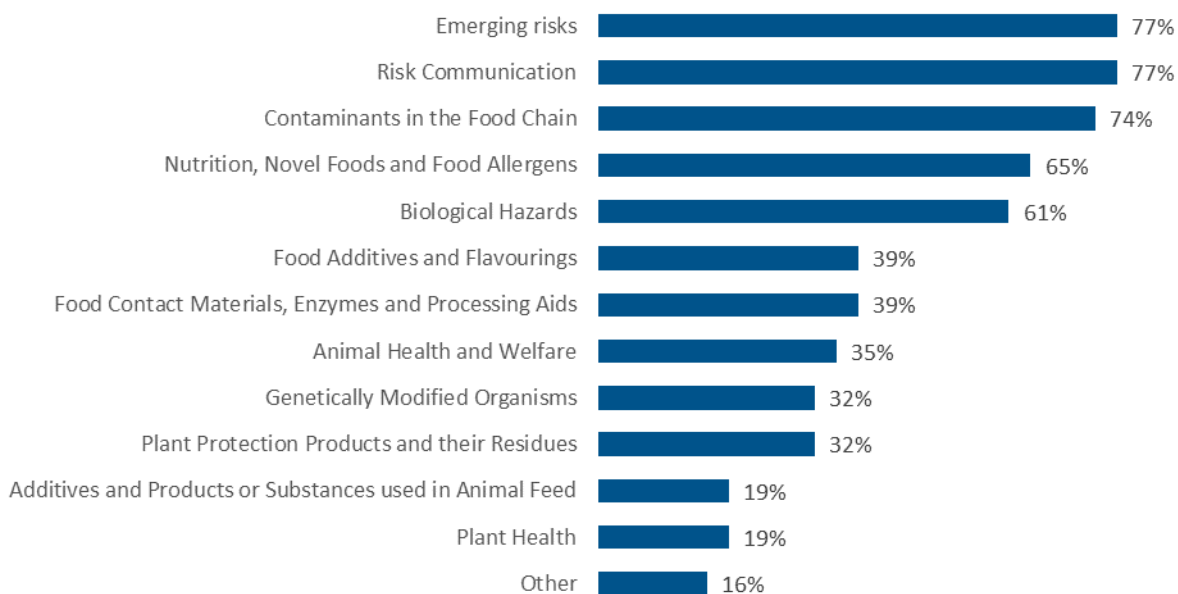


Among Member State authorities there is some correlation between EFSA’s reputation and engagement with EFSA. All respondents reported engaging with EFSA regularly (at least once

or month) or somewhat regularly (at least once a quarter), but the average score among those engaging at least once a month was higher (53) than those engaging once a quarter (37). Similarly, all reported being quite or very familiar with EFSA, but those who were very familiar provided higher reputation scores on average (54 compared to 48). However, there is no evidence to indicate the direction of the correlation (i.e. it cannot be insinuated that increased engagement in this group would improve EFSA’s reputation among them or vice versa).

Member State authorities most frequently indicated an interest in emerging risks (77%) and risk communication (77%). The performance scores for both areas were high (49 and 58 respectively).

Figure 4.6 Areas of EFSA’s work that Member State authorities are interested in



4.5 European Commission

The European Commission’s overall reputation score for EFSA has improved considerably since 2017. This is reflected in the performance scores, where there are increases in score for all attributes and increases of 10 points or more for eight of the 12 attributes (see Table 4.4).

The greatest improvement in performance scores can be seen in the Commission’s ratings of EFSA’s governance (+27pts) and transparency (+25pts). There are also notable improvements in EFSA’s identification of emerging risks (+18pts), innovativeness (+14pts) and approach to providing scientific advice (+13pts). Performance was lowest for the efficiency of risk assessments. This received a performance score of 26, while all other attributes scored 40 or above.

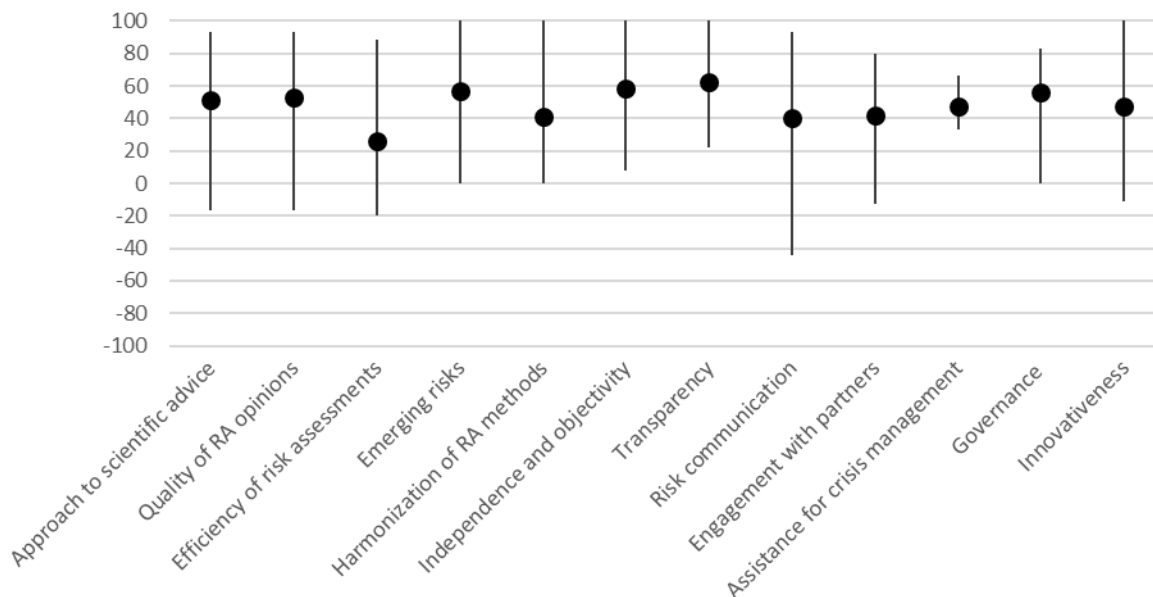
Table 4.4 European Commission scores in 2017 and 2020

	Performance (on a -100 to +100 scale)		Weighting (on a 1-6 scale)		Reputation score (on a -100 to +100 scale)	
	2017	2020	2017	2020	2017	2020
Approach to providing scientific advice	38	51	5.3	5.6	33	44
Quality of risk assessment opinions	41	53	5.6	6.0		
Efficiency of risk assessments	21	26	5.3	5.7		
Emerging risks	39	57	5.2	5.1		
Harmonisation of RA methods	29	41	5.2	5.1		
Independence and objectivity	52	58	5.5	5.7		
Transparency	37	62	5.2	5.3		
Risk communication	30	40	5.1	5.5		
Engagement with partners	36	42	4.7	5.1		
Assistance for crisis management	41	47	4.8	5.5		
Governance	29	56	5	5.1		
Innovativeness	33	47	4.5	4.5		

Note: Performance and reputation score increases of +10pts in green.

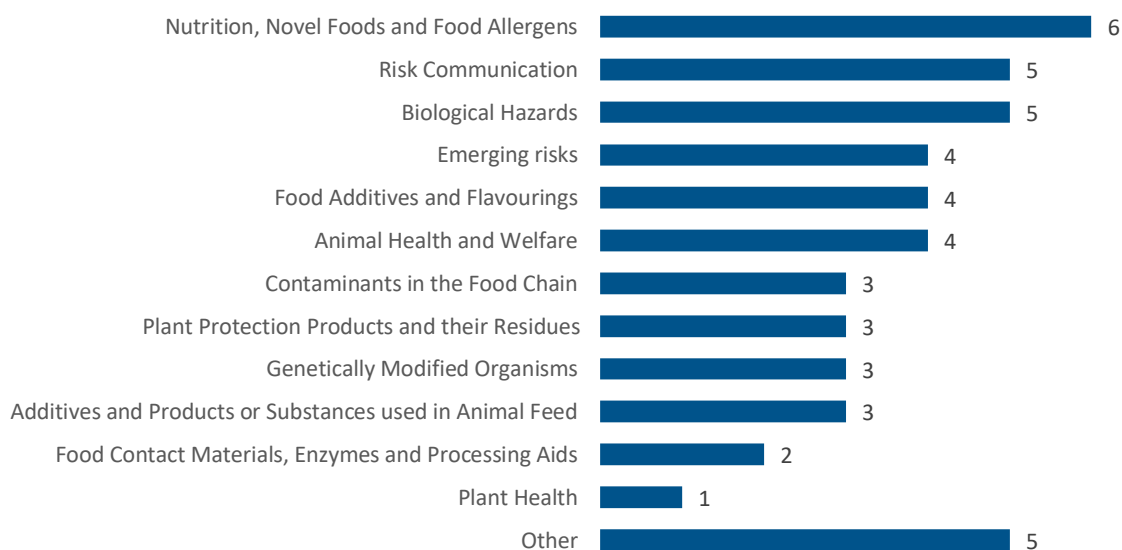
Individual European Commission respondents express a wide range of views on different attributes. This is most apparent in the views on EFSA's risk communication which is in line with the trend seen in 2017 (where it ranged from -7 to 100), though this variation appears to have grown in 2020 (ranging from -44 to 93). Figure 4.7 suggests there appears to be most consensus in EFSA's assistance for crisis management, but measures within this attribute often received "not applicable" responses from Commission respondents, therefore it represents the scores of fewer (seven) individuals.

Figure 4.7 Distribution of European Commission performance scores (2020)



There are no clear trends in the overall reputation scores provided by European Commission respondents and their level of engagement with EFSA. A breakdown of the areas of EFSA’s work that European Commission respondents reported an interest in is shown in Figure 4.8.

Figure 4.8 Areas of EFSA’s work that European Commission stakeholders are interested in (n)



4.6 Businesses, farmers and primary producers

EFSA’s reputation among businesses, farmers and primary producers is more neutral overall and has not changed significantly since 2017, albeit it has shown a move towards the positive spectrum of reputation. Performance scores for this group have not exceeded 40. Scores improved slightly for the majority of attributes, with minor decreases in some areas.

The most highly rated attribute was the identification and characterisation of emerging risks by EFSA, which increased by 4 points from 2017. This was also the highest rated attribute in 2017

alongside the quality of risk assessments options, which by contrast declined by 7 points in 2020.

The greatest improvement was seen for EFSA's harmonisation of risk assessment methods, where the performance score increased by 16 points. This was followed by EFSA's assistance for crisis management (+13pts) and governance (+13pts).

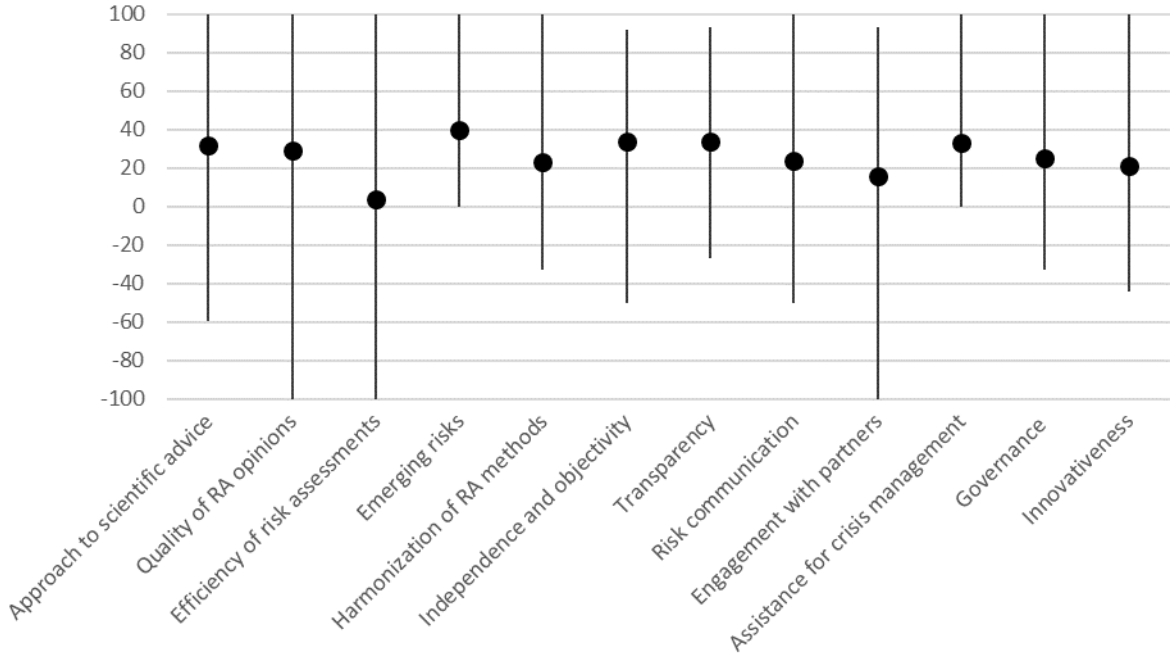
Figure 4.9 Business, farmers and primary producer scores in 2017 and 2020

	Performance (on a -100 to +100 scale)		Weighting (on a 1-6 scale)		Reputation score (on a -100 to +100 scale)	
	2017	2020	2017	2020	2017	2020
Approach to providing scientific advice	27	32	5.3	5.5	20	23
Quality of risk assessment opinions	36	29	5.6	5.6		
Efficiency of risk assessments	-4	4	5.7	5.3		
Emerging risks	36	40	5.2	5.0		
Harmonisation of RA methods	7	23	5.2	5.3		
Independence and objectivity	33	34	5.2	5.6		
Transparency	29	34	4.8	4.9		
Risk communication	26	24	4.6	5.4		
Engagement with partners	14	16	5.1	5.5		
Assistance for crisis management	20	33	4	4.8		
Governance	12	25	4	4.8		
Innovativeness	19	21	4.4	4.5		

Note: Performance and reputation score increases of +10pts in green.

The distribution of performance scores for businesses, farmers and primary producers was significant, including two attributes where scores ranged from 100 to -100. This is a change from 2017, where there was more consensus among this group across all the attributes. However, this apparent change in consensus appeared to be largely due to a single outlier respondent giving low scores, impacting the distribution illustrated by Figure 4.10.

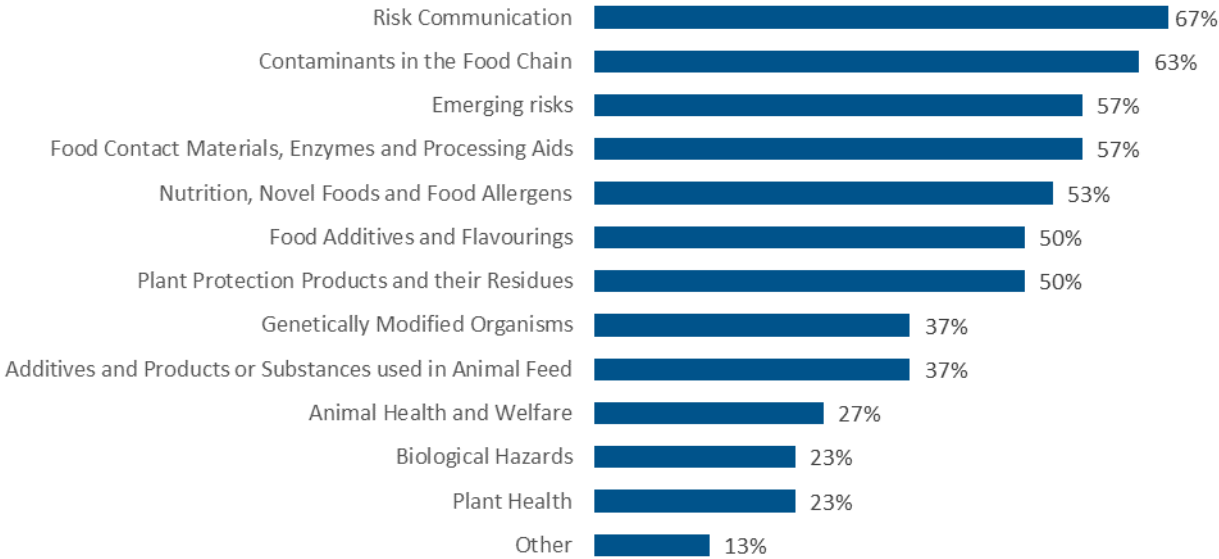
Figure 4.10 Distribution of business, farmer and primary producer performance scores (2020)



Overall reputation scores among businesses, farmers and primary producers appear to slightly decrease when they are more familiar with EFSA’s work. Those who were very and quite familiar had average overall scores of 20 and 25 respectively, while those who were only somewhat familiar had average overall scores of 31.

The most frequently mentioned areas of EFSA’s work that businesses, farmers and primary producers are interested in was risk communication (67%) and contaminants in the food chain (63%). However, as seen in Figure 4.9 above, the performance of EFSA’s risk communications are scored lower by this group compared to other attributes (24).

Figure 4.11 Areas of EFSA’s work that businesses, farmers and primary producers are interested in



4.7 Consumer and thematic organisations

The sample sizes for consumer and thematic organisations (9 in 2020; 5 in 2017) were the smallest among stakeholder groups, and this limits the comparability between years. However, results show that, similar to 2017, consumers and thematic organisations have a more neutral view of EFSA. Results showed increases of 10 points or more for five attributes. There was a particularly large increase for EFSA's provision of scientific and technical assistance for crisis management, which received a performance score of 0 in 2017 and a score of 33 in 2020. EFSA's independence and objectivity was also perceived significantly more positively (+23pts).

As Table 4.5 shows, however, there is a decline in the performance of the attribute on EFSA's governance⁷, which scored -12 in 2020.

Table 4.5 Consumer and thematic organisation scores in 2017 and 2020

	Performance (on a -100 to +100 scale)		Weighting (on a 1-6 scale)		Reputation score (on a -100 to +100 scale)	
	2017	2020	2017	2020	2017	2020
Approach to providing scientific advice	13	25	5.6	5.4	3	12
Quality of risk assessment opinions	11	24	5.8	5.8		
Efficiency of risk assessments	-14	-11	5.2	5.8		
Emerging risks	17	28	4.6	5.0		
Harmonisation of RA methods	33	26	4.6	4.4		
Independence and objectivity	-4	19	5.8	5.6		
Transparency	-11	-18	5.6	5.8		
Risk communication	3	7	5.4	5.0		
Engagement with partners	7	15	4.2	4.9		
Assistance for crisis management	0	33	4.8	4.6		
Governance	0	-12	5.4	5.3		
Innovativeness	-8	-6	4.6	3.8		

Note: Performance and reputation score increases of +10pts in green.

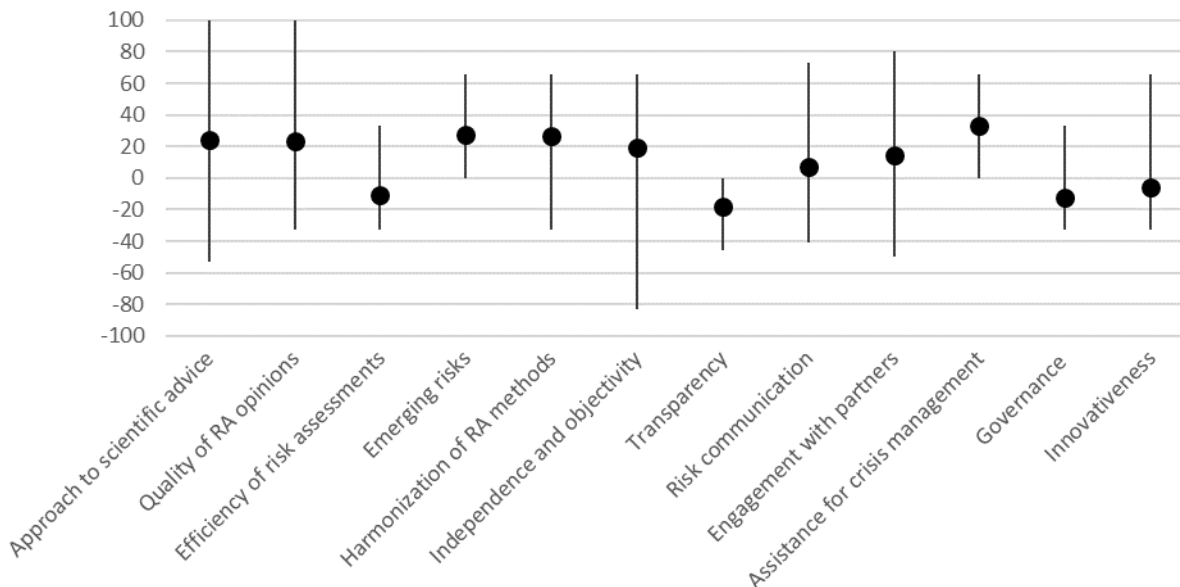
There is a greater degree of consensus in views on EFSA's performance among consumers and thematic organisations than among other groups. This is in line with the results of 2017, where there was a similarly high level of consensus in the opinions of this group. However, this may reflect the fact that the sample size for this group was small.

As Figure 4.12 shows, the distribution of scores on attributes on the efficiency of risk assessments, identification of emerging risks, transparency, assistance for crisis management and governance is small. On the other hand, opinions are more wide ranging around EFSA's

⁷ This attribute includes aspects of suitability of EFSA's resources to fully meet its mandate and adherence to due processes for decision-making

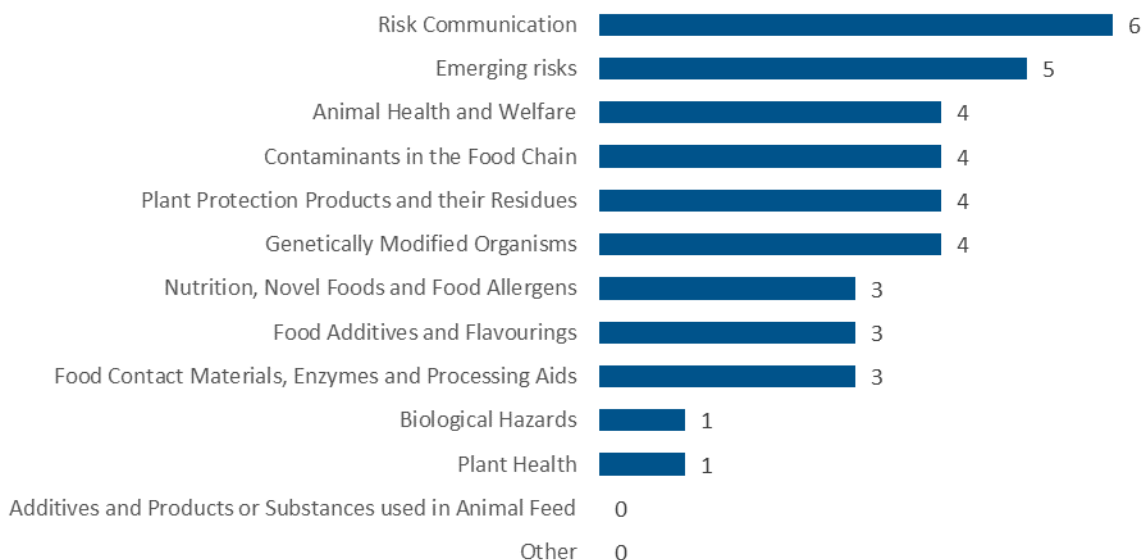
approach to scientific advice, quality of risk assessment opinions, independence and objectivity and engagement with partners. There is a particularly strongly negative view by one respondent around independence and objectivity (-83) but this was an outlier, with other scores ranging from -33 to 66.

Figure 4.12 Distribution of consumer and thematic organisation performance scores (2020)



Patterns in the overall reputation scores provided by consumer and thematic organisations compared with their level of engagement with EFSA are difficult to assess due to the small number of respondents. A breakdown of the areas of EFSA’s work that stakeholders in this group reported an interest in is shown in Figure 4.13.

Figure 4.13 Areas of EFSA’s work that consumer and thematic organisations are interested in



4.8 Scientific community

EFSA has a positive reputation among the scientific community. This corresponds to the greatest increase in reputation score since 2017 (+12pts) of all audiences, as well as the highest overall score (see Table 4.6). Performance scores improved across all attributes.

The most notable areas of improvement are on EFSA’s harmonisation of risk assessment methods (+19pts) and assistance for crisis management (+17pts). A further three attributes were scored at least 10 points higher in 2020 than they were in 2017. Of the 12 attributes, 10 received performance scores of 50 or above. As seen in other stakeholder groups, the efficiency of EFSA’s risk assessments received a comparatively lower rating than other attributes.

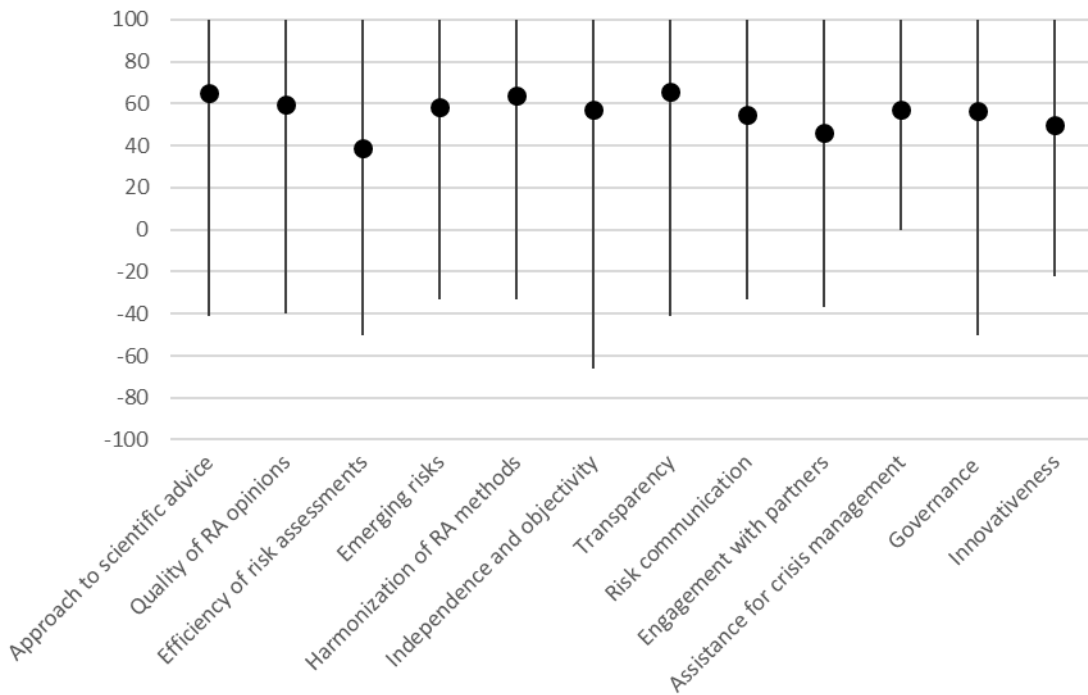
Table 4.6 Scientific community scores in 2017 and 2020

	Performance (on a -100 to +100 scale)		Weighting (on a 1-6 scale)		Reputation score (on a -100 to +100 scale)	
	2017	2020	2017	2020	2017	2020
Approach to providing scientific advice	54	65	4.9	5.7	42	54
Quality of risk assessment opinions	52	60	5.5	5.7		
Efficiency of risk assessments	37	39	4.8	5.2		
Emerging risks	50	58	5.2	5.4		
Harmonisation of RA methods	45	64	5	5.2		
Independence and objectivity	44	57	5.5	5.7		
Transparency	50	66	5.1	5.6		
Risk communication	48	55	4.9	5.2		
Engagement with partners	37	46	4.6	5.0		
Assistance for crisis management	40	57	4.1	5.2		
Governance	48	56	4	5.0		
Innovativeness	43	50	4.4	4.8		

Note: Performance and reputation score increases of +10pts in green.

There is a very large distribution of performance scores, as illustrated by Figure 4.14. However, it does also show the large proportion of positive opinions, with all attributes receiving a score of 100 from at least one respondent. The lowest scores across all attributes also tend to be the result of outliers, and the majority of negative scores within this group came from one respondent. This is similar to the results from the 2017 study, where all of the attributes tended towards positive scores despite a wide range of opinions. For example, there was one rating of -41 for EFSA’s level of transparency, while all other scores were 33 or more.

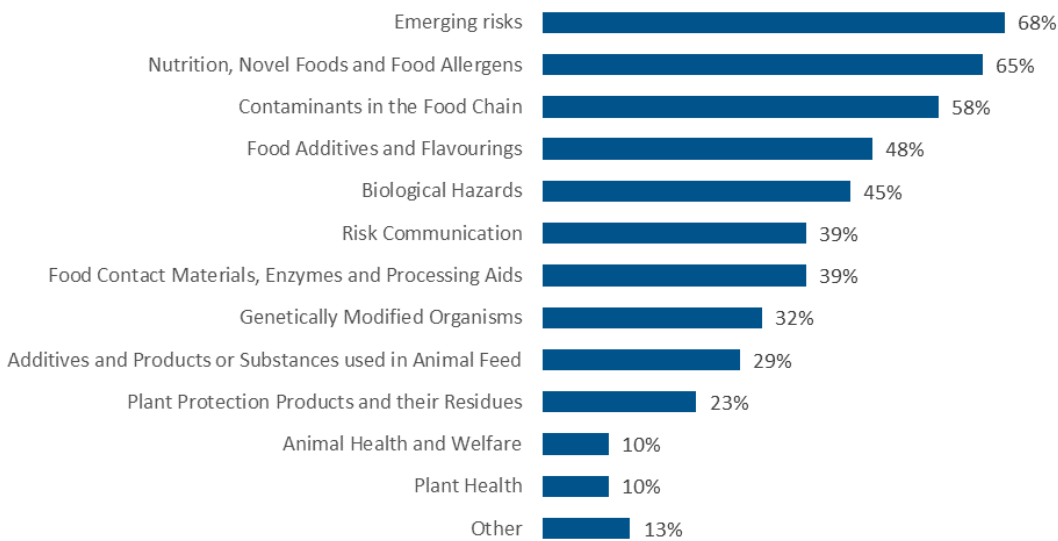
Figure 4.14 Distribution of scientific community performance scores (2020)



There is some evidence to suggest that reputation scores are higher among respondents in the scientific community that are more familiar with EFSA’s work. For example, the average score for those saying they are only somewhat familiar is 45 whereas for those who are quite or very familiar it is 57 and 53 respectively. This trend is less visible when looking at the level of engagement with EFSA, however, as those who said they rarely engage score similarly to those who said they said they engage on a regular, or somewhat regular basis (57, 55 and 54 respectively).

The most frequently mentioned areas of interest indicated by respondents in the scientific community were emerging risks (68%), followed by nutrition, novel foods and food allergens (65%).

Figure 4.15 Areas of EFSA’s work that scientific community stakeholders are interested in



4.9 Distributers and practitioners (new)

Due to the very small numbers of distributers and practitioners responding to the survey (one and three respectively), tables to illustrate EFSA's performance across each attribute have not been produced. This section provides an overview of the results.

The distributor had a predominantly neutral view of EFSA, providing an overall reputation score of 12. Practitioners were more positive, providing an overall score of 56.

The more positive views of the practitioners can be seen across all three of the respondents in this group. On average, performance scores were highest for EFSA's assistance for crisis management (83), engagement with partners (77), transparency (75) and approach to scientific advice (70). However, scores for harmonisation of risk assessment methods (33) and efficiency of risk assessments (34) were considerably lower.

5 Measuring reputation: lessons from EFSA's peers

The following section describes the experiences of several of EFSA's peer organisations in measuring reputation. These experiences were collected through ten phone interviews with eight of EFSA's peer organisations.⁸ Interviews were conducted based on a semi-structured topic guide, available in Annex 2. Of the eight organisations, six had direct experience of measuring either reputation or trust in a systematic way. Organisations who were measuring reputation tended to do so for two main reasons:

- Reputation or trust is seen as a **key performance indicator** and is used as a way to evaluate and report on their performance and feed into strategies; and
- Reputation is measured to improve their understanding of key stakeholder groups and to **tailor and better target their communications**.

5.1 General challenges

One challenge faced by several of EFSA's peer organisations is a **lack of public awareness** of their names, roles and remits. This is often a challenge when conducting research with the general public. However, organisations also noted that this can be a problem with their more "expert" stakeholders and that there is often an assumption that these stakeholders know more about organisation's roles and remits than they do.

Some organisations interviewed had greater public profiles than others, but even those with high levels of public awareness noted these challenges. For organisations focused on risk assessment, several noted that stakeholders will often assume that their roles extend to risk management and enforcement, and that this has a negative impact on their reputations. Some also noted that lack of awareness means that responses reflect general political sentiment, rather than sentiment specific to their work. To address issues of low awareness or misunderstandings, some organisations will ask **questions more specific to their remits** rather than to their organisation by name. For example, an organisation might ask a question specific to how well the government is ensuring the safety or quality of food, rather than on their trust in that specific organisation (Teodoro and An, 2018).

Several organisations have looked to address this by exploring the question of awareness through their research. For example, the German Federal Institute for Risk Assessment (BfR) directly addresses the question of awareness by first asking about awareness and then only asking individuals who were aware of their existence to assess their performance. They also check awareness by asking specifically what responsibilities respondents believe the institute has.⁹

Additionally, Overman et al (2020), when looking into the development of a reputation barometer for ECHA, found that stakeholders need to be in direct contact with the agency to be able to evaluate the separate dimensions of reputation. This aligns with the experience of one of EFSA's peer organisations who looked to separate reputation into three dimensions as part of research with the general public and found that respondents did not distinguish between

⁸ These organisations were: the Federal Institute for Risk Assessment (BfR, Germany); the Chilean Agency for Food Safety and Quality (ACHIPIA, Chile); Dairy Safe Victoria (Australia); the European Chemicals Agency (ECHA, EU); the European Medicines Agency (EMA, EU); the Food and Drug Administration (FDA, United States); the Food Standards Agency (FSA, UK) and the National Food Chain Safety Office (NEBIH, Hungary)

⁹ Full results (only available in German) available at: <https://mobil.bfr.bund.de/cm/350/bfr-stakeholder-und-bevoelkerungsbefragung-vierte-evaluation-zum-gesundheitlichen-verbraucherschutz-in-deutschland.pdf>

these dimensions. In contrast to that European-based study, Lee and Van Ryzin (2019) piloted the use of a multidimensional scale to measure reputation with the general public for three agencies in the US (the FDA, NASA and the IRS) and found this to be a successful approach. However, in that instance, public awareness of those agencies was relatively high.

Another challenge cited by organisations was **defining reputation or trust** and the factors underpinning reputation. One organisation noted that much of the existing available literature focuses on corporate reputation, and it can be difficult to identify how this would transfer to independent scientific organisations. Another explained that they had come up with three separate dimensions as part of their reputation measurement with the general public (sympathy, reliability and credibility) but then found no significant differences between these three dimensions in their results. Some organisations break down their measurements by focusing on their institutional values. The most common attributes used for reputation measurement include:

- Honesty
- Competence
- Reliability
- Commitment to wellbeing
- Efficiency
- Independence
- Trustworthiness
- Transparency
- Usefulness of results
- Relevance of work for society

One organisation noted that although they had considered the elements that make up reputation, this was not the focus of their research. Rather, reputation research helps them **identify and learn more about their target groups**. This in turn informs the development of more effective communication strategies. Other organisations also highlighted that understanding target groups is an important part of their research agenda, including research into reputation and trust.

Another challenge described by some organisations is the effect of crises on reputation. Management of crises and the success of risk communication strategies were an important focus for the reputation measurement strategies of many of EFSA's peers. Controversies and crises have also been an entry point for scholars to understand the expectations of audiences towards an agency, and whether the manner in which the agency responded matched the audience expectations or not, thus indicating what the agency's reputation is among those audiences. Capturing changes to reputation that have occurred in response to crises or communication would require more frequent measurement and in particular careful documentation of each crisis or controversy, followed by analysis.

Using quantitative and qualitative methods in a complementary way was a common approach to measuring reputation. Two organisations explained that, while the qualitative research was important to help them build a full understanding of their reputation, **quantitative metrics of reputation were important to decision-makers in their organisation**.

5.2 Quantitative research

Six organisations reported having conducted quantitative research on their reputations (or related issues), with some surveying representative samples of the general public and others focusing research on expert stakeholders.

Some reported **making use of surveys done externally**, including central government surveys looking at the reputations of different public organisations.

For those who have used surveys to reach expert stakeholders, experiences have differed based on the role and remit of the organisation. One organisation with a small and defined group of relevant stakeholders found this to be a successful and easy approach, and experienced regular high response rates. By contrast, another organisation with a significantly wider and less defined remit abandoned its attempt to conduct a regular stakeholder survey because the list of relevant stakeholders was too difficult to maintain and response rates were low.

The organisations that survey the general public reported using representative samples, either through online panels or in one case, through a face-to-face survey.

Most of these quantitative studies were **regularly repeated surveys**. The degree of frequency depended to some extent on cost, but also on the type of change the organisation was looking to measure. For example, one organisation abandoned the use of regular quantitative surveys in part because they felt that their organisation's focus changed too significantly from year to year, and it was therefore not meaningful to measure change over time. By contrast, another organisation described conducting a biannual survey of the general public and noted that this has helped them to observe the direct impacts of specific events or crises. As such, they devote a portion of the survey to asking specifically about recent events or campaigns.

Seeking to measure change over time has also meant that some organisations have **avoided significantly changing their approach** to questions or measurement between years, to maintain comparability. One organisation noted that they would be enacting a new survey this year and breaking their time series, in part because they have developed a new approach to questions on trust and how they can best measure the concept.¹⁰ In this case, the previous survey had been on-going since 2010.

5.3 Qualitative research

Five organisations reported using qualitative research, such as interviews and focus groups, to better understand their reputation. Qualitative research was generally either used **alongside surveys or as a preliminary step**, to help establish an understanding of the factors important to reputation or trust. Examples of qualitative research conducted include:

- individual interviews with expert stakeholders to identify factors important to their reputation and to help develop more targeted communications;
- focus groups with consumers to better understand their expectations, and what factors contribute to credibility and trust; and
- qualitative research with consumers on issues not directly related to trust, such as on the effects of label information, claims, and the effects of risk communication. Although not

¹⁰ The results of the FSA's qualitative research into trust are available here: <https://www.food.gov.uk/research/research-projects/trust-in-a-changing-world>

focused on trust, it provides valuable information on how consumers process and react to that information, which can then be used to improve trust.

Three organisations also mentioned collecting **qualitative feedback through open-ended questions within their quantitative surveys**, noting that this is a time-consuming but valuable exercise and helps them better explain the quantitative results.

5.4 Media monitoring

Two organisations described experiences using media monitoring as part of reputation research. In both cases, the organisations felt that this was a challenging approach because **overall media mentions were low**. Moreover, many of the media references identified were neutral and brief, providing limited insight on reputation. One noted that this approach becomes most relevant in a time of crisis. Both organisations categorised media mentions in relation to different attributes and by sentiment. Some organisations also mentioned **experiences using social media monitoring**. There is a growing range of options for conducting these types of analyses in an automated way. For example, social media analysis for measuring public sector agency reputation was explored in Anastasopoulos and Whitford (2019). In this study, the authors used machine learning techniques to classify tweets and identify those that were relevant to reputation.

5.5 Informal collection of feedback

Five organisations also stated that they will regularly gather feedback from expert stakeholders in more informal ways and use this to help them understand their reputations. Examples of this include feedback collected through stakeholder engagement events. One organisation noted regularly collecting feedback through their website. No organisations described analysing this type of feedback in a systematic way.

6 Conclusions

The Reputation Barometer study offers a variety of insights from EFSA's institutional partners and stakeholders. Some key recommendations stemming from these insights are presented in this section, both in terms of EFSA's future work as well as the tools it deploys for measuring reputation. Methodological considerations are also included, intended to inform future iterations of the Reputation Barometer studies.

6.1 Recommendations

- The study showed EFSA's reputation improved when compared to 2017, across attributes and partner/stakeholder groups. Nevertheless, the scale of improvement and the specific attributes that showed positive trends varied across different groups. EFSA should analyse how the reputation evolved for each stakeholder and **consider the most challenging attributes for targeted actions** as part of its audience-first approach.
- The efficiency of EFSA's risk assessment activities, an attribute that includes indicators referring to the **timeliness of EFSA's responses to requests for opinions**, had fairly static scores when compared to 2017 and was the only attribute falling short of the positive reputation interval. This is to be considered within EFSA's strategic planning processes, in terms of feasible actions that can improve its performance in this specific aspect of work.
- Increasing the collection of qualitative feedback could help better understand what has led to the changes in how stakeholders have assessed reputation. EFSA could initiate a more **systematic approach to analysing informal feedback**, such as the feedback received through Stakeholder Fora, Advisory Forum meetings etc. This could allow development of additional insights on reputation or trust that can then be put into perspective of findings of the Reputation Barometer. For example, in a study on trust in the UK healthcare system, Gille et al (2020) brought together three different sources of qualitative data which were analysed separately against the same framework, and conclusions from all three were used to establish findings on trust.
- EFSA is encouraged to explore methods that would be relevant to its work that include **media and social media monitoring** for the purposes of understating the reputation of the organisation. There are several purpose-built tools for both social media and media monitoring and analysis, some of which are being used by EFSA's peers, which could be tested. Many of these tools apply machine learning techniques.

6.2 Methodological Considerations

The Reputation Barometer method provides an indication of EFSA's reputation among key stakeholders and illustrates changes over time. However, this method can be further improved and put into the broader context of social research at EFSA:

- **Achieving an appropriate sample is challenging:** it should be balanced and representative, while also including as many relevant stakeholders as possible. Several survey participants that represent national organisations at EU level indicated that providing a consensus response was difficult, due to the different views and experiences of their members. For those organisations, that lack of consensus is not currently captured within the Reputation Barometer results and this should be considered for the next iteration.
- The study is currently looking at EFSA's reputation amongst those stakeholders and institutional partners that are part of its regular engagement and cooperation activities: there are **other stakeholders beyond those main groups**, including those who EFSA may wish to engage with in the future. There are options to include new and different groups

alongside the existing ones - EFSA could consider this alongside its large-scale engagement plans.

- If additional stakeholder groups are included, approaches to measuring and comparing reputation with different stakeholder groups (e.g. the general public as compared to expert stakeholders) need to be explored. This may be especially relevant following the Transparency Regulation and related **future engagement with the general public**. EFSA's investigation of trust among EU citizens through population-based surveys and reputation through quantitative approaches could be further aligned to allow comparative analyses.
- Following this, **the impact of awareness and misperceptions on reputation** and reputation measurement and how to account for this should also be considered. Awareness and misperceptions are not explored within the Reputation Barometer survey, and the current sample is assumed to be well informed of EFSA's activities given the engagement and cooperation activities. However, this assumption may not be accurate. Some of EFSA's peers found that even stakeholders they had believed should be well-informed held misperceptions of their work.

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ANNEXES

Annex 1 Survey tool

Intro questions

- 1 I would say that I engage with EFSA or follow its activities:
On a regular basis (*at least once a month*)
On a somewhat regular basis (*at least once a quarter*)
Rarely (*annually*)
Never
- 2 With reference to EFSA's work, I would consider myself to be....
Very Familiar
Quite Familiar
Somewhat Familiar
Not Familiar

Please rate the following aspects of EFSA's work in terms of how important they are to you. Where you are not familiar with EFSA's work and feel you cannot assess the item, please select "Not applicable"

- | | Not Important | Low Importance | Slightly Important | Moderately Important | Very Important | Extremely Important | Not Applicable |
|---|---------------|----------------|--------------------|----------------------|----------------|---------------------|----------------|
| 1 EFSA's approach to providing scientific advice (the way EFSA conducts risk assessments - methods, data and expertise) | | | | | | | |
| 2 The quality of EFSA's risk assessment opinions | | | | | | | |

	Not Important	Low Importance	Slightly Important	Moderately Important	Very Important	Extremely Important	Not Applicable
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							

Please rate EFSA's work on each of the following aspects, based on your impression. Where you are not familiar with EFSA's work and feel you cannot assess the item, please select "Not applicable"

	Extremely Poor	Very Poor	Poor	Acceptable	Good	Very Good	Extremely Good	Not Applicable
1 The contribution of EFSA's advice to the wider scientific knowledge base								
2 EFSA's transparency with regard to the expertise used in the risk assessment (e.g. publication of Declarations of Interest)								
3 EFSA's ability to tailor its communication content to the needs of different audiences								
4 EFSA's cooperation and coordination with the European Parliament								
5 The usefulness of the guidance EFSA produces for applicants								
6 The way EFSA interprets data and analyses uncertainties in risk assessments								
7 EFSA's independence from civil society groups' interests (consumer organisations, environmental/health NGOs, advocacy groups)								
8 EFSA's independence from risk managers and policy makers								
9 The handling of requests for public access to EFSA documents								

	Extremely Poor	Very Poor	Poor	Acceptable	Good	Very Good	Extremely Good	Not Applicable
10								
11								
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	Extremely Poor	Very Poor	Poor	Acceptable	Good	Very Good	Extremely Good	Not Applicable
19 EFSA's publication of standards and expectations for dossiers								
20 EFSA's cooperation and coordination with the European Commission								
21 EFSA's handling of divergent scientific opinions								
22 The clarity of EFSA's risk communications								
23 The time it takes EFSA to process dossiers from applicants								
24 The clarity of EFSA's opinions, including understanding of the uncertainties, assumptions and methods								
25 EFSA's innovativeness in risk assessment methodologies								
26 The suitability of EFSA's human, financial and capital resources for the work entrusted to the Authority								
27 EFSA's cooperation and coordination with peer organisations outside of the EU								
28 EFSA's innovativeness in risk communication								

	Extremely Poor	Very Poor	Poor	Acceptable	Good	Very Good	Extremely Good	Not Applicable
29								
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	Extremely Poor	Very Poor	Poor	Acceptable	Good	Very Good	Extremely Good	Not Applicable
39 EFSA's innovativeness in data management (collection and analysis)								
40 EFSA's engagement with civil society groups (consumer organisations, environmental/health NGOs, advocacy groups)								
41 The timeliness of EFSA's scientific advice to risk managers								
42 EFSA's communication of uncertainties in scientific risk assessments								
43 EFSA's cooperation and coordination with risk assessors in Member States								
44 EFSA's provision of scientific and technical assistance to Member States for crisis management								
45 EFSA's engagement with academia stakeholders								
46 "EFSA's engagement with distributors and HORECA (food service industry preparing and serving								

Areas of interest question

Which areas of EFSA's work are you most interested in? (Multiple Choice)

- Additives and Products or Substances used in Animal Feed
- Animal health and welfare
- Biological Hazards
- Contaminants in the Food Chain
- Emerging Risks
- Food Additives and Flavourings
- Food Contact Materials, Enzymes and Processing Aids
- Genetically Modified Organisms
- Nutrition, Novel Foods and Food Allergens
- Plant Health
- Plant Protection Products and their Residues
- Risk Communication

Annex 2 Topic guide

Reputation barometer 2.0

Topic Guide for interviews with peer organisations on reputation and trust

Introduction

Thank you for agreeing to take part in this interview. The European Food Safety Authority (EFSA) has commissioned ICF to conduct a study on measuring agency reputation and would like to better understand how their peers are also engaging with this issue.

As a member of [organisation], we are therefore looking to better understand your views on and experiences of measuring reputation. The interview should last about 45 minutes, but may be a little longer or shorter, depending on your responses.

Your participation in this interview is voluntary and you can change your mind at any time. Please be assured that all comments made during the course of the interview will not be attributed to you personally, but instead only to your organisation.

I. Does your organisation conduct any type of reputation measurement?

If NO → Why not? Are there any plans to begin measuring reputation in the future? (If yes, ask the relevant questions under YES)

If YES → Could you please tell me a bit more about this? Prompt for the following:

1. When did your organisation start measuring reputation? What motivated you to begin looking into reputation?
2. What tools do you use when measuring reputation? (e.g. surveys, interviews, analytics)
 - a. If you have used multiple approaches to measure reputation, how have these approaches differed from one another? Have there been particular challenges associated with certain approaches?
 - b. If your organisation has changed the methods being used to assess reputation, why was this done?
3. Is this an on-going exercise or a one-off measurement? If on-going – how frequently do you repeat the process?
4. Which stakeholders do you target when measuring reputation?
 - a. Have you experienced any challenges in engaging stakeholders? Have some groups been harder to reach/engage than others?
5. How do you define reputation?
 - a. Do you use any specific framework or theoretical basis for measuring or defining reputation?
 - b. Do you use a quantitative or qualitative approach to measuring reputation (or both)? If quantitative – how is this calculated? If qualitative – what is the basis for assessment?
 - c. Do you look at reputation in relation to different functions or factors? How do you break these down? (examples might be performance, efficiency, effectiveness, innovation, governance etc)
 - d. Have you experienced any specific challenges when trying to define reputation?
6. Have you conducted any research or monitoring of related concepts, such as trust or trustworthiness?
 - a. If so, how does this differ from reputation? Do you see a link between trust and reputation?

7. How does your organisation use the outputs/results of reputation measurement?
8. What have you learnt from the process of measuring reputation?

II. Are you aware of other agencies/public authorities implementing reputation measurement tools?

If YES, → who? Can you provide any further details?

