

C-Suite Social Trends

ONE / FIFTY



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Introduction

In times of change and turbulence, we look to leaders. For large businesses, that now means leading in public, as their Directors communicate directly with stakeholders, publics, and employees, digitally. In this context, how have the C-suite made use of social media to connect with the myriad of needs and priorities confronting them?

We set out to conduct a meaningful analysis of how C-suite executives in FTSE 250 companies have used social media in the last year, to shed light on how it can best be harnessed in the year ahead.

Our findings provide a benchmark for maximising effectiveness in C-suite social media use, encompassing analysis by financial performance, business industry, C-suite role and overarching topic trends of posts.

[Read on to learn more...](#)

Key Findings

Performance matters

Companies whose median share price grew (relative to their industry's) in 2022 had C-suite members which were twice as active compared to competitors whose share price lagged (186 vs. 90 median posts).

We, not me

Talking about their team significantly outperformed talking about themselves.

Look who's talking

Executive Directors posted 10 times as much as non-executives, accounting for a 91% share of total posts. CEOs represent 47% of all posts made across the year.

ESG-everything

1 in 7 posts by C-suite executives contained ESG-related terms, indicating the importance of monitoring trends in this area to successfully create meaningful communications and avoiding virtue-signalling.

Money talks

Due to the networked dynamic and centrality of trust in the Financial Services Industry, it's unsurprising that this industry represents both the most active industry by post volume.

LinkedIn for engagement, Twitter for high volume posters

Driving a 93% share of total engagements versus Twitter (Engagements on LinkedIn: 500k, versus Twitter: 33k). Despite this, 35% of posts across the two platforms this year were made to Twitter. Given that only 5% of C-suite members had a corporate Twitter profile (versus 97% having LinkedIn), this suggests for the most effective results on social a strong LinkedIn strategy will outperform a high volume of posts on Twitter.

The early bird doesn't always catch the worm

We found there was a significant improvement in engagements when individuals posted after core work hours. In the majority of instances, where an individual posted in core hours, as well as out of core hours - we found that engagements were higher in their out of hours post.

Share your thoughts on Monday, chat on Thursday

C-suite posts on Monday drove 30% of total engagements despite only making up 8% of posts across the week. Monday also drove the highest volume of post 'Likes', while Thursday gets you more comments. So, perhaps wait until Thursday if you want to hear from your employees - or post on Friday if you want to sweep something under the rug...

Methodology

We began by identifying the public social media profiles of FTSE 250 C-Suite members across LinkedIn and Twitter, drawn from the following roles: CEO, CFO, Chairpeople, CMO/External Affairs , COO, CPO/HR, Director

The makeup of this sample was:



Scope of business

Global
UK

Share of companies

55%
45%



Who's driving the conversation?

In today's fast-paced, digital world, social media can be a powerful tool for shaping public opinion, and a CEO's statements can be widely disseminated and discussed in a matter of minutes. Therefore, it is important for C-Suite execs to be aware of the potential impact of their statements on such platforms and to communicate in a clear, responsible, and transparent way.

Within any business, C-suite dynamics are influential on a range of stakeholders - from Journalists, to Investors, Employees to Directors. For this reason knowing who has been the most active and what results they have generated can help us to understand what success looks like within respective roles, as well what resonates with stakeholders online.

At the industry level, C-suite members from the companies

which saw growth in their median share price relative to their industry posted twice as many times as those whose share price lagged against their competitors (186 vs. 90 median).

CEOs were by far the most vocal C-suite members in 2022, representing 33% of all social media profiles, relative to 47% of all posts made across the year. This level of communication seems to have paid off, with CEOs garnering 220k engagements overall - more than triple the volume for the next active role. In line with the overall sample, their most used platform was LinkedIn, where CEOs received 2% greater engagement than the C-Suite average of 3% engagements per post - (av. 150 engagements per post). Top-performing CEO posts by engagement level include things like Sami Iskander, where he discusses his new position at his new firm.

²Please see appendix for breakdown by ICB Sector Description

³Combines Personal Care, Drug and Grocery Stores, Beverages, Food Producers

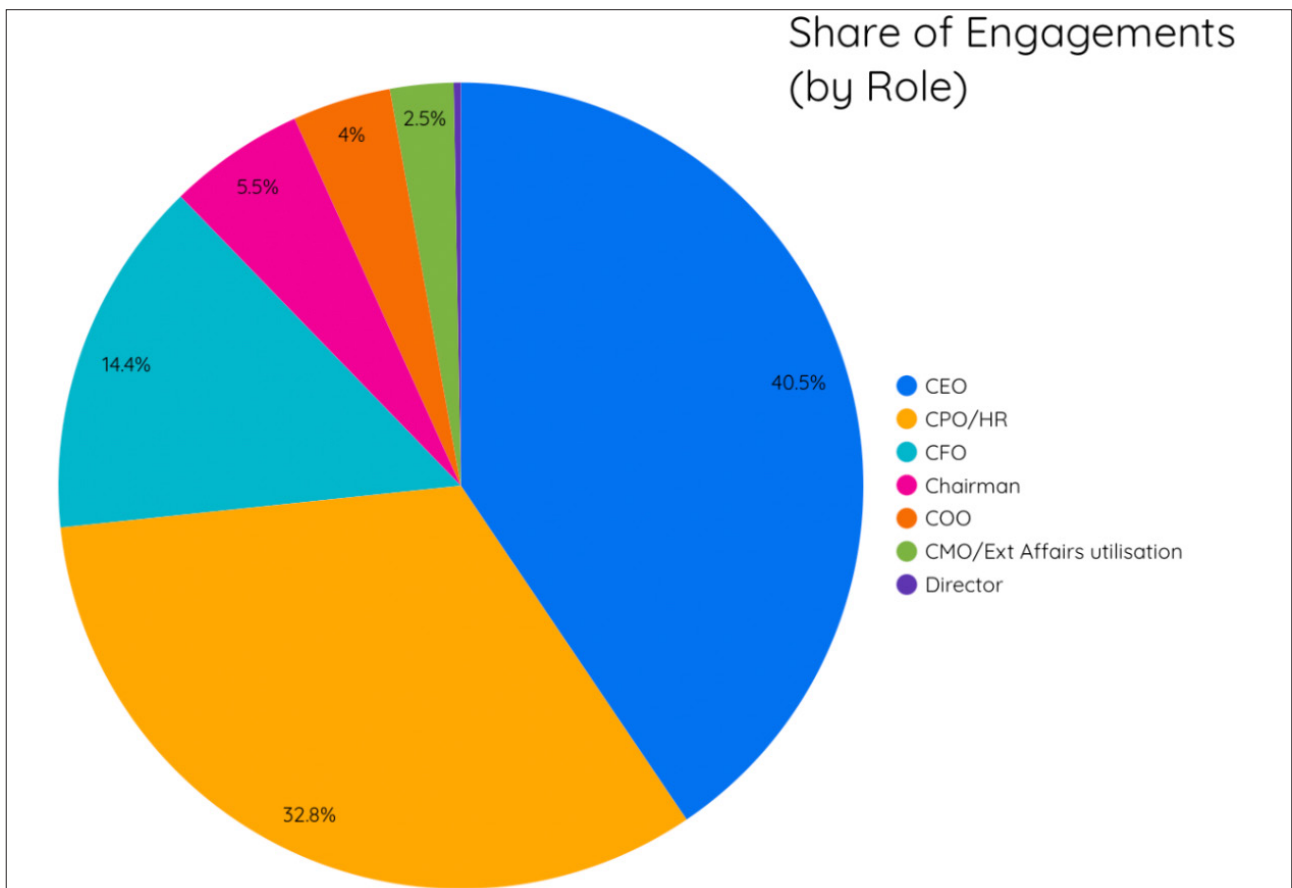
⁴Chemicals



This illustrates two key points: Firstly, that building a large follower base is possible. Secondly, it highlights the importance of discussing relevant topics that your audience is interested in...



Figure 1: Share of Engagements (by C-suite role of poster)
(CEO 41%, CFO 15%, CPO/HR 33%, COO 4%, Chairman 6%, CMO/Ext 3%, Director 1%)

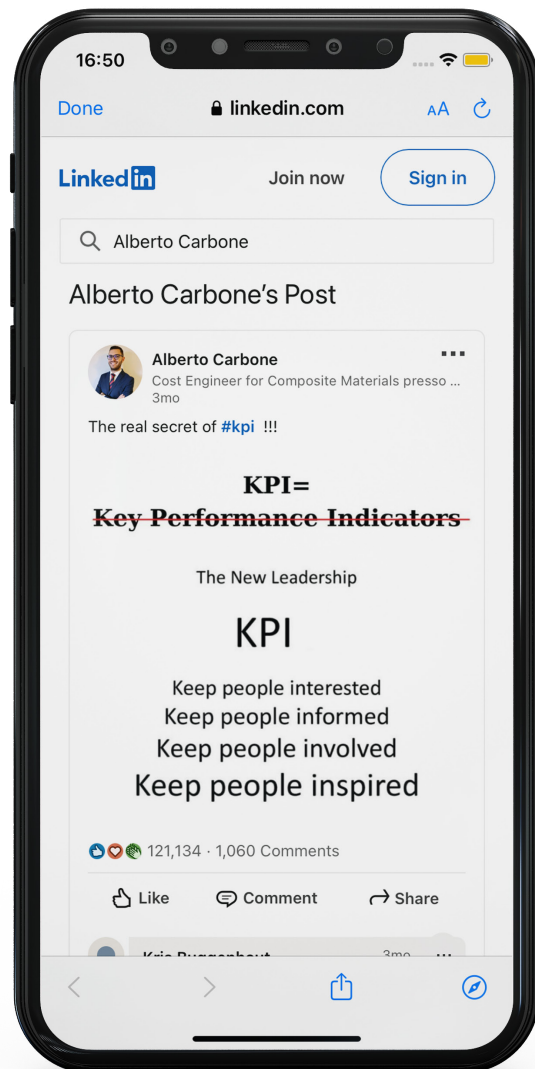




As expected, CEOs comprise the largest share of engagements from our sample. This is unsurprising, given the importance of their role in framing the identity of the business online.

Although CPO's had the second highest engagement in our analysis, this was heavily skewed by a single post which reached 121k reactions including 14k reposts which highlights the importance of the topic in driving engagement this year.

Given there were only 8 chairpeople in our sample, it's difficult to draw firm conclusions on the power of this group for engagement purposes.



One might expect Chief Marketing Officers (CMOs) to have high engagement rates among C-suite executives, given their expertise in crafting compelling campaigns and shaping brand narratives. However, it's surprising to find that CMOs have one of the lowest engagement rates, at just 2%. This discrepancy could indicate that CMOs are not employing the same tactics that they would advocate to others on digital platforms and that their messaging is failing to resonate.

These findings demonstrate the important role that C-suite members can play in driving engagement, regardless of function.



We then compared the frequency of term usage within the two, including re-tweeting and quote tweeting.





What's being talked about?

The nature of themes in corporate engagement can tell us both what topics have become saturated and identify white-spaces for future development.

Figure 2: Most used words in 2022 by frequency



We analysed the frequency of terms within C-Suite comms, the relationship between specific terms, as well as the amount of engagements that these terms generated. To do this, we broke down the dataset into two sections, the first

of which contained those posts that received an above average volume of engagements and the second contained those with engagements below the average. We then compared the frequency of term usage within the two, including re-tweeting and quote tweeting.

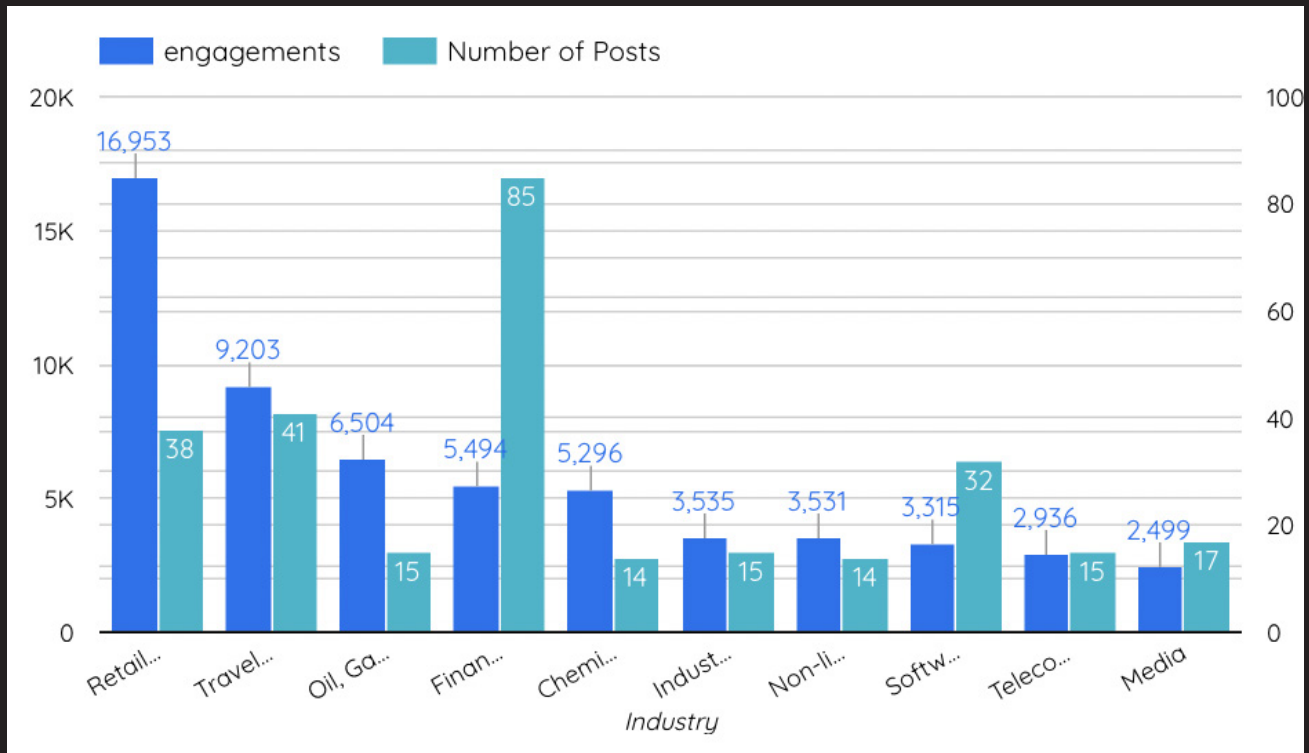
Team

This year, the term 'Team'⁵ was used in almost 2 in 5 posts made by C-suite members (15%), posts which are most commonly related to personnel introductions/ welcomes and team building/ events within the posters company (see example). This can largely be seen to reflect the growing interest in engaging employees via social media - a consequence of the post-pandemic shift to collaborative terminology and

amplifying collective effort. This can also be seen in the use of the term 'We' - with 60% of posts performing above average on engagement, compared to only 8% of below-average posts. Conversely in the below average dataset, 88% of posts mentioned themselves, a far larger share than in the above average dataset where only 65% of the posts did so. Such posts are most frequently engaged with at either the start or end of the week.

Figure 3: No of Posts and Total engagements within differing industries when the copy includes 'Team'

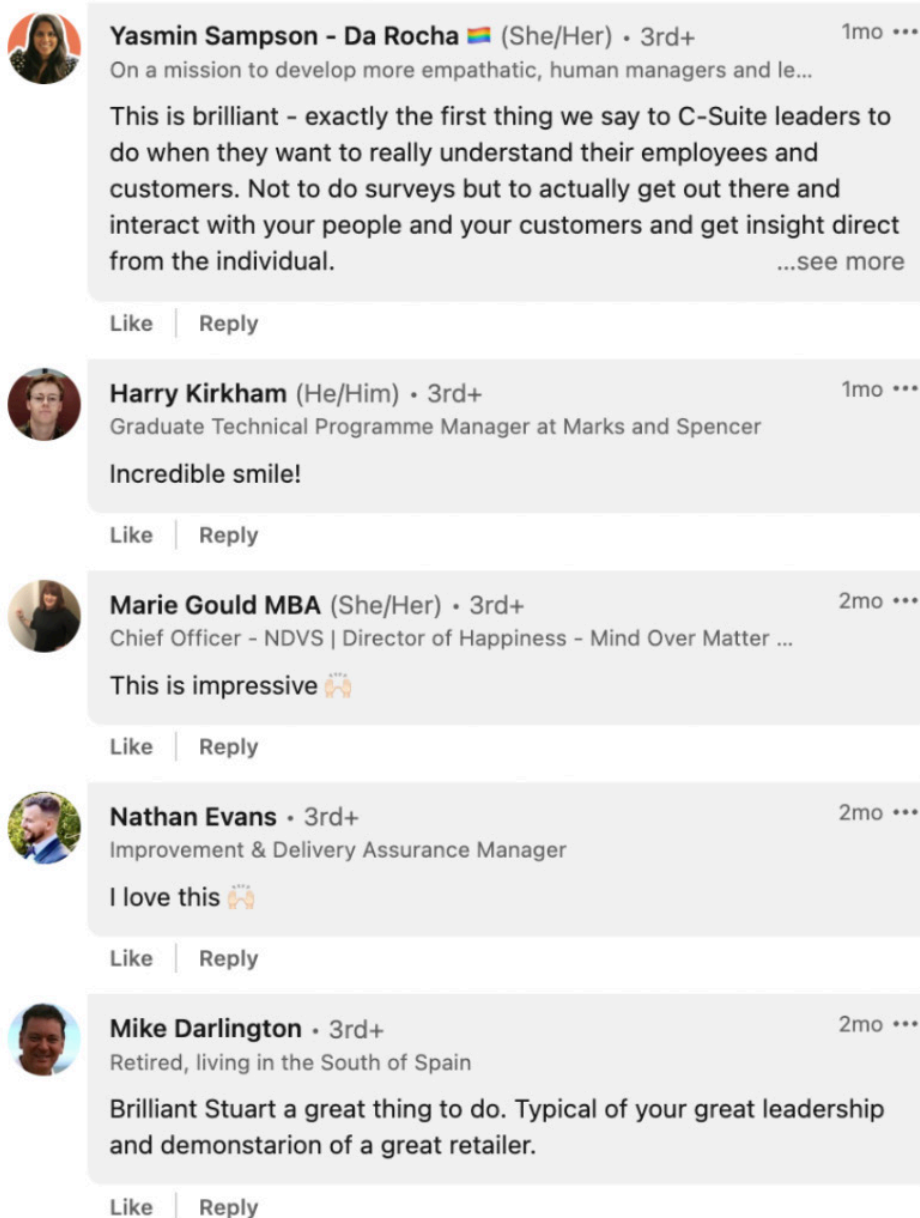
⁵And variations such as 'teams'



The term has also generated the highest number of engagements that could be attributed to a content theme (via both likes and comments), being used in 37% of the tweets that received above average engagements vs 12% of below average engagements.

These engagements are mostly from employees within the poster's company and largely because such posts often contain summaries of activities and use positive encouragement ("Great work team!") and this is mostly taking place on a Friday.

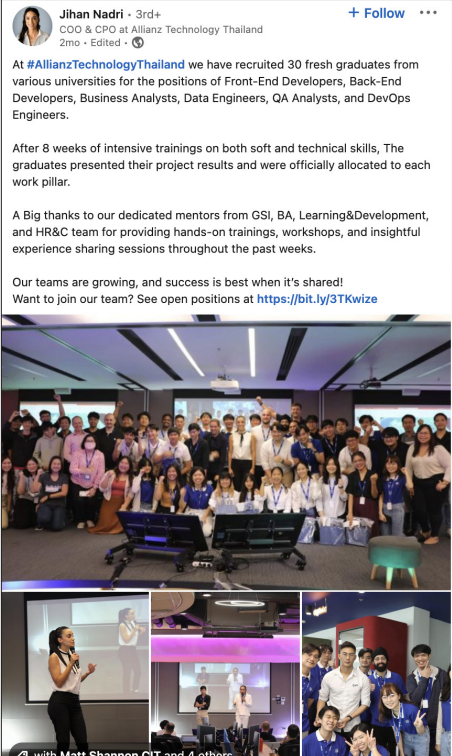
Figure 4: Example of effective use of the 'team' trend - the Retail industry



Post demonstrating positive sentiment potential when using 'team' effectively - example here from Marks & Spencer CEO Stuart Machin.

However, we saw differential results in use of this term by industry. While it has been used most heavily by Finance C-suite members (7.3K engagements from 134 posts), its use has generated the most engagement in the Retail and Travel industry (Consumer Discretionary) (16.8K engagements from 34 posts). Upon further examination, we observed that the format of Finance C-suite member posts tended to be more passive, with short captions and are often not about the 'team' as a whole but rather other top ranking employees within the company - which does not appear to garner the same networked effect of positivity from all employees.

Figure 5: Differential results between Finance and Retail industry CEOs posting within the 'team' trend



Jihan Nadri · 3rd+
COO & CPO at Allianz Technology Thailand
2mo · Edited · 🌐


At [#AllianzTechnologyThailand](#) we have recruited 30 fresh graduates from various universities for the positions of Front-End Developers, Back-End Developers, Business Analysts, Data Engineers, QA Analysts, and DevOps Engineers.

After 8 weeks of intensive trainings on both soft and technical skills, The graduates presented their project results and were officially allocated to each work pillar.

A Big thanks to our dedicated mentors from GSI, BA, Learning&Development, and HR&C team for providing hands-on trainings, workshops, and insightful experience sharing sessions throughout the past weeks.

Our teams are growing, and success is best when it's shared!
Want to join our team? See open positions at <https://bit.ly/3TKwize>

📷 with Matt Shannon C/T and 4 others



Nickyl Raithatha · 3rd+
CEO at Moonpig Group
3yr · 🌐

+ Follow

What a month for [#Moonpig](#). After a decade of double digit growth and a record-breaking Valentine's Day, Mother's Day and Father's Day in 2019, we've hit £100 million in annual revenue!

With this momentum, my role will also be evolving as I have now been appointed CEO of both [Moonpig](#) and [Greetz](#) - the number one online gifts and cards businesses in the UK and the Netherlands. Our Group CEO [Jody Ford](#) will transition to a Non Exec Director role in the autumn, and I look forward to working closely with him and my leadership team to take the businesses to the next stage of growth.

In the past year we made a multi-million pound investment to launch a new Tech Hub in Manchester and have evolved Moonpig's proposition to celebrate the emotion that our customers put into cards. We have never been in a better position to grow our business and to realise our vision of becoming the gifting companion for all our customers.

👍❤️👍 790

51 comments · 3 reposts

While these two posts have similar reach (3000), it's retail where engagement is higher - this pattern can be broadly observed when comparing these sectors use of the term 'team'.




Growth and future

Another key theme in C-suite posts this year was around the terms 'growth' and 'future', with both receiving an average of 200 individual mentions (growth: 233 and future: 173 mentions). Often used to promote a company's success, as well as announcing changes being made to ensure future growth, these posts are largely about positivity around the businesses financial performance.

As seen below, CEO Duncan Trait explains his company strategy in the industrial sector using a first-person video approach which received the most engagement (close to 1000) out of all posts that include the terms 'growth' and 'future'.

Figure 6: Examples of effective use of the 'growth' and 'future' trends - the industrial sector

⁴Including variations: growing, grows



Inchcape plc
23,061 followers
4mo · 🌐

+ Follow ...

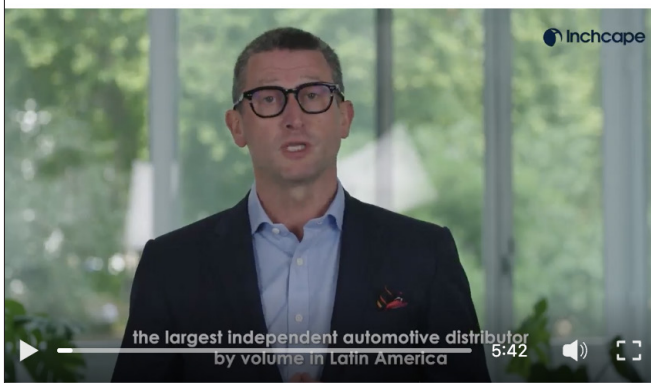
Inchcape plc is pleased to announce that we've signed an agreement to implement a business combination to acquire [Derco](#), the largest independent multi-brand automotive distributor in Latin America with operations across Chile, Peru, Colombia, and Bolivia.

This will create substantial shareholder value and is another great example of our Accelerate strategy in action

Watch this video to find out more 📺

<https://lnkd.in/eFY6K7r4>

[#accelerate](#) [#automotivedistribution](#) [#growth](#) [#poweringbettermobility](#)



Inchcape's Proposed Acquisition of Derco

CEO of Inchscape plc (Industrial sector). Duncan Tait, who shared a video explaining the company's acquisition of Derco in hopes of increasing share value (growth).

ESG Intro




ESG related content shows no signs of slowing down, we found that ESG related terms were mentioned in 8% of content that was posted in 2022 by C-suite executives. We also found that ESG related terms drive engagement, with ESG related terms being spoken about 3x more than in the below average dataset. When broken down into its component parts (Environment, Social and Governance) there was a clear weight towards the Environment and Social conversation this year, with Governance getting next to no mentions in comparison. For this reason, we have divided into these pillars for analysis:


Environment

Sustainability was the top term used with the environmental conversation (300 posts). This term was used twice as often as terms such as carbon (136 posts) or climate (186 posts). Given the gap in outlook between the general UK population and C-suite members regarding the environment (C-suite are twice as likely to believe that the environment will get better in the future compared with the general population -i217), this is a particularly important trend to monitor.

The context of the term's use varied by industry - with Finance CEOs using it mostly in the context of sustainability, while its use for Chemicals, Utilities and Energy CEOs was mostly in relation specifically in posts related to reducing carbon emissions.

Often strategy shifts are linked to ESG related terms, as an example, where C-suite executives have also been showcasing how their company is making a shift towards being more environmentally conscious as part of a broader sustainability content theme.

 **Jamie Dimon**  • 3rd+
Chairman and CEO of JPMorgan Chase & Co.
1yr • 

[+ Follow](#) 

We must all remain committed to addressing climate change, it continues to be one of the most critical issues of our time. As part of our firm’s commitment to align our financing portfolio with the goals of the Paris Agreement, we’re announcing Carbon Compass – our new methodology that guides our approach for target setting and measuring progress on our goal of net-zero emissions. This methodology was established after actively engaging and collaborating with clients, shareholders and experts in the field.


This builds on an announcement [JPMorgan Chase & Co.](#) made last month to target \$2.5 trillion over 10 years to support climate action and sustainable development.

Our annual ESG report, released today, provides more valuable updates on the firm’s efforts to manage climate-related risks and opportunities, advance inclusive growth and racial equity, and run a strong company.

Environmental, Social and Governance Information

[jpmorganchase.com](#) • 1 min read

Business has an important role to play in helping to address some of the most pressing ...

 3,274

125 comments • 127 reposts

 **Alistair Cox**  • 3rd+
Chief Executive Hays plc
5mo • 

[+ Follow](#) 

Today is an exciting day at Hays, and one of my proudest moments in the 14 years I have been CEO. Today we officially announce our new brand and repositioning, captured by our new strapline, Working for your tomorrow.

Why the change? Well, the world of work has transformed at such a pace in the last two years bringing so many new facets and challenges, that our previous go-to-market messaging no longer reflected the vast scope of services we already provide our customers, and the scope for so many more.

Individuals and society now demand different things of work. The role companies are expected to play in a future, sustainable world, has rightly increased, while the challenges we are all facing as business leaders today, are different to the past.

In this month’s edition of my newsletter, I have explained how Hays is striving to be a lifelong partner to our customers, and the ways in which we help you, both candidates and businesses, be better equipped for tomorrow.

Now more than ever, I would love to hear your feedback! What do you think of the new Hays brand and repositioning? Have you worked on a brand launch before and are there stories and feedback you can provide to the community? All businesses need to evolve to stay relevant and we can all learn from the journeys others have taken. Comment below. [#WeAreHays](#) [#Workingforyourtomorrow](#)

 **Inside the future of work** [+ Subscribe](#)



Hays – Working for your tomorrow

Alistair Cox on LinkedIn • 4 min read

Today is an exciting day at Hays, and indeed one of the proudest moments in my 14 years...

 897

19 comments • 125 reposts

CEO of JPMorgan, Jamie Dimon shows the firm’s commitment to addressing climate change. CEO of Hays recruitment agency, Alistair Cox, summarising a brand and strategy shift.

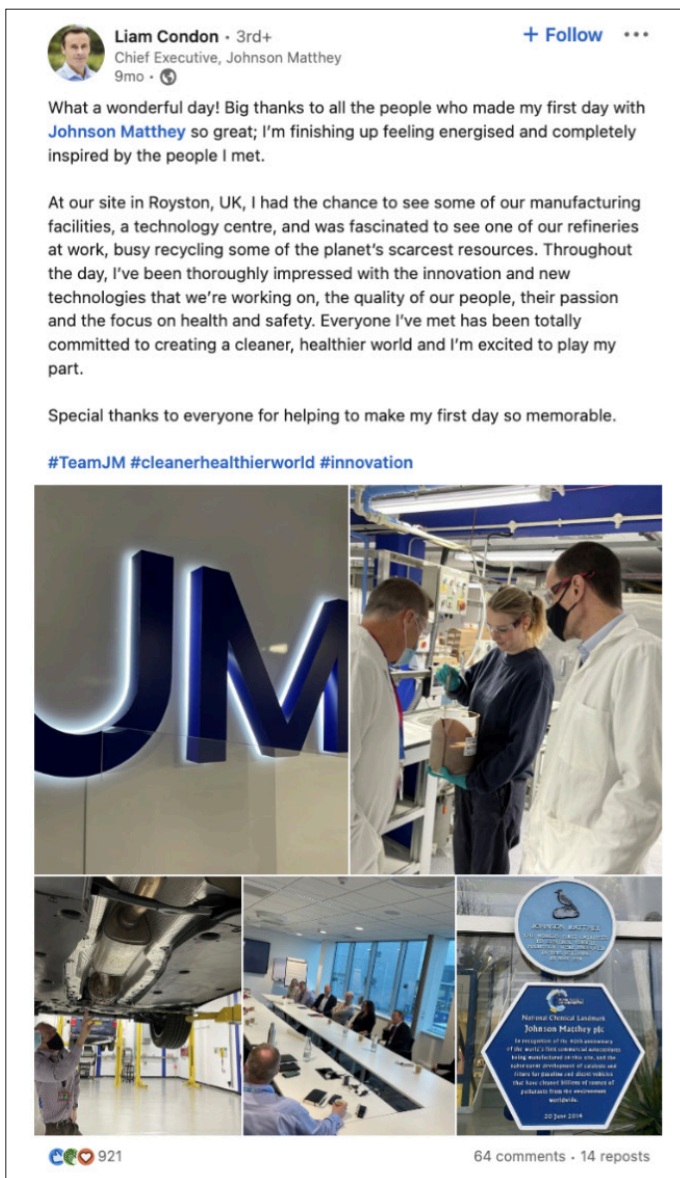


Terms such as ‘technology’ and ‘innovation’ are also seen frequently in the context of the ‘ESG’ trend.



Terms such as ‘technology’ and ‘innovation’ are also seen frequently in the context of the ‘ESG’ trend. With mentions in over 400 posts, technology is broadly used to signpost how C-suite member’s companies are harnessing technology to fulfil commitments on reducing their operation’s impact on the environment.

Figure 8: Example of effective use of the ‘technology’ term within ESG posts - [industry]



Post from Liam Condon on his first day visiting a site of the Johnson Matthey, demonstrating his interactions with employees and the company’s technical capabilities. Both technology and enthusiasm for their role are highlighted here.

These posts are most often from C-suite members within energy/tech related industries (69 posts and 17.5k engagements) such as Chemicals (e.g, Johnson Matthey), Energy (e.g, Wood), and Software and Computer Services (e.g, Curry's). However, although other industries such as the Financial Services do post at a higher frequency, they do not achieve the same amount of engagements (121 posts and only 7k engagement).

Social

Within the social category of ESG, gender was the most talked about topic - with 120 mentions 1.7% (120) posts overall mentioning the term 'women' specifically, while other demographics garnered insufficient mentions in posts on. 'Diversity', 'Race' and similar terms have been mentioned in close to 200 posts this year combined and is clearly a topic that many C suite members prioritised in 2022. The debate around diversity appears to be split between leadership opportunities and empowerment for women - rather than inclusion, which is largely within the context of Diversity. This tension demonstrates that there is a huge whitespace for conversation that recognises exclusion of diverse groups in leadership beyond gender identity.

Diversity was mentioned in similar volumes to gender, however it saw a lower share of overall

engagements. We observed a 16% difference in post frequency between gender and diversity mentions. We found that posts which mentioned gender rather diversity got more likes on average and more comments. Interestingly posts that mentioned diversity garnered more shares. this could suggest that

Diversity was mentioned in similar frequencies as gender, however, it received a lower percentage of overall engagement. Our analysis found that posts that mentioned gender received more likes and comments on average, while posts that mentioned diversity received more shares. This may indicate that while diversity is an important topic, it may not be as popular as gender in terms of direct engagement, but it still has the ability to generate more shares, which might mean that the topic is important to people and they want to share it with others.

Figure 10



In this post Alistair Cox accepted the LinkedIn Talent Solutions Diversity Champion Award on behalf of Hays UK. This was also the post with the largest number of engagements (596) from our sample mentioning “diversity”. This emphasises how CEOs can use social media to promote inclusivity and diversity within their company.

This ties in with the use of calendar hooks, for example CEO of Virgin money David Duffy posted a video about how his company is doing their part to help ‘#breakingthebias’ by organising programmes for their employees in order to educate and converse.

Health & Support

“Health” and “Support” feature as frequently used words across the individuals we collected data on. Similarly, the use of ‘team, the theme of this often related to personal wellbeing and was directed towards employee prosperity is significant across C-Suite individuals. In terms of “Health” engagements were more significantly weighted towards Executive authors, garnering just over double the engagements that Non-Executives received (5,316) when posting using the term “Health”.

Figure 11: Example of neurodiverse representation in C-suite posts



Steve Ingham • 3rd+
Chief Executive Officer at PageGroup
9mo • 🌐

+ Follow ...

As it is Neurodiversity Celebration Week, I wanted to share my support and call on leaders to challenge stereotypes about neurodiversity.

[#neurodiversitycelebrationweek](#) [#neurodiversity](#)



Celebrating Neurodiversity All Year Round
Steve Ingham on LinkedIn • 2 min read
As it is Neurodiversity Celebration Week, I wanted to share my support and call on leader...

👍❤️ 165

4 comments • 6 reposts

CEO of PageGroup Steve Ingham posted a simple acknowledgement post showing his support of neurodiversity celebration week and calling leaders to support this cause. The use of hashtags when posting content that revolves around calendar hooks, the use of hashtags goes in tangent.

What else matters?

We observed a pattern in engagement levels on LinkedIn for posts made by C-suite members. We found that engagement drops off after 9pm, so while C-suite members may still be active on the platform after this time, their posts are less likely to receive a significant amount of engagement.

On Mondays, posts made by C-suite members accounted for 30% of total engagements, compared to an 8% share of posts made throughout the week. The day of the week also affects the type of engagement that posts receive - Monday sees the highest volume of "Likes" for posts, while Thursday sees the highest volume of comments. Therefore, it may be beneficial for companies to wait until Thursday to share posts if they want to receive feedback from their employees, or to post on Friday if they want to keep something private. It is worth noting that the CEO plays a significant role in driving

engagement on the platform, making LinkedIn a crucial platform for companies.

This is particularly relevant in light of Twitter's expected disruptions in the coming year. The financial services industry is a good one to keep an eye on, as the results seen in this industry may serve as a case study due to the importance of trust in this field. This industry may be better positioned to benefit from the changes on Twitter, as they are likely to be experienced users of the platform and the speed of updates on the platform can be crucial to success in this industry.

Lastly, it's worth noting that terms such as "team" are becoming overused, and may not provide specific enough results. Environmental, social and governance (ESG) remains a crucial topic and one that companies should watch out for in the upcoming year as it continues to evolve and offers opportunities for differentiation.

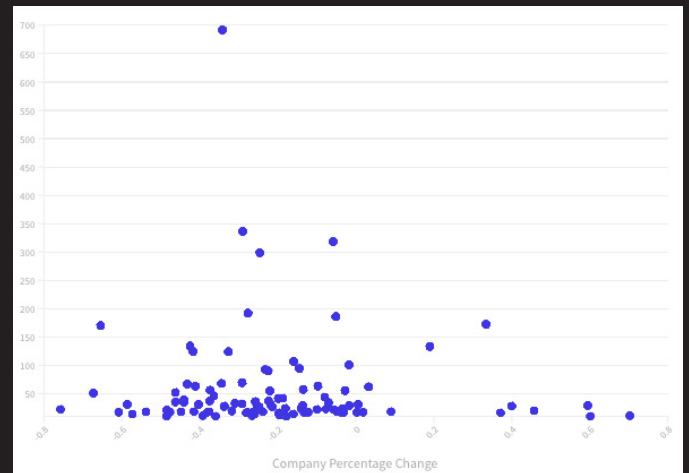


What impact are communications having on performance?

A key motivation for this analysis was a desire to understand the relationship between the overall volume of communications (defined as the number of posts) and company share price.

We didn't see a strong correlation across the year between the average volume of C-suite member communications and (i) growth in individual company mean share price at the individual company level ($R = -0.0538$), (ii) relative share price against each industry's benchmark (average stock price per industry, $R = -0.0267$), or (iii) relative stock price percentage change in the last 12 months (against industry stock price percentage change ($R = 0.0239$)). A test on the reliability of these correlations suggested that they weren't sufficient ($R = 0.009$), however we did observe twice as much activity from C-suite members who had seen growth across the year, relative to competitors whose share price lagged over the year (186 vs. 90 median posts) when examining median share price versus industry benchmark over the course of 2022.⁸

Figure 1: Post volume and Share prices over the course of 22



The above chart shows how we saw those C-suite members from companies that performed exceedingly well in 2022 actually communicated less than average. These companies spanned a variety of sectors, so this pattern is not driven by specific industry behaviours. C-suite individuals may not see the need to communicate with consumers because they have an “embarrassment of wealth” at a time when the cost of living is at the forefront of consumers' minds.

This observation is not specific to any industry, but rather applies to companies across various sectors. These observations may have bias, and might not be necessarily true for all the companies, as there could be other factors that are impacting the communication strategy of these companies.

However, what these tests demonstrate is just how varied communications have been, as well as the importance of the patterns we've observed in what's driving engagement in social media use. With this exploration complete we were ready to identify the key drivers we've seen in driving the differential results. What proved effective in C-suite use of social media based on their business industry, role, and use of broader topic trends across our dataset?



What proved effective in C-suite use of social media based on their business industry, role, and use of broader topic trends across our dataset?

Conclusions



Please see appendix for Mean Square Error and further t-Test results

C-Suite comms should be considered a vital part of your comms strategy.

C-Suite comms should be considered a vital part of your comms strategy. The trend for companies to outperformed their peers at an industry-level when they have a more active social media presence among their C-Suite is notable, regardless of the underlying causation.

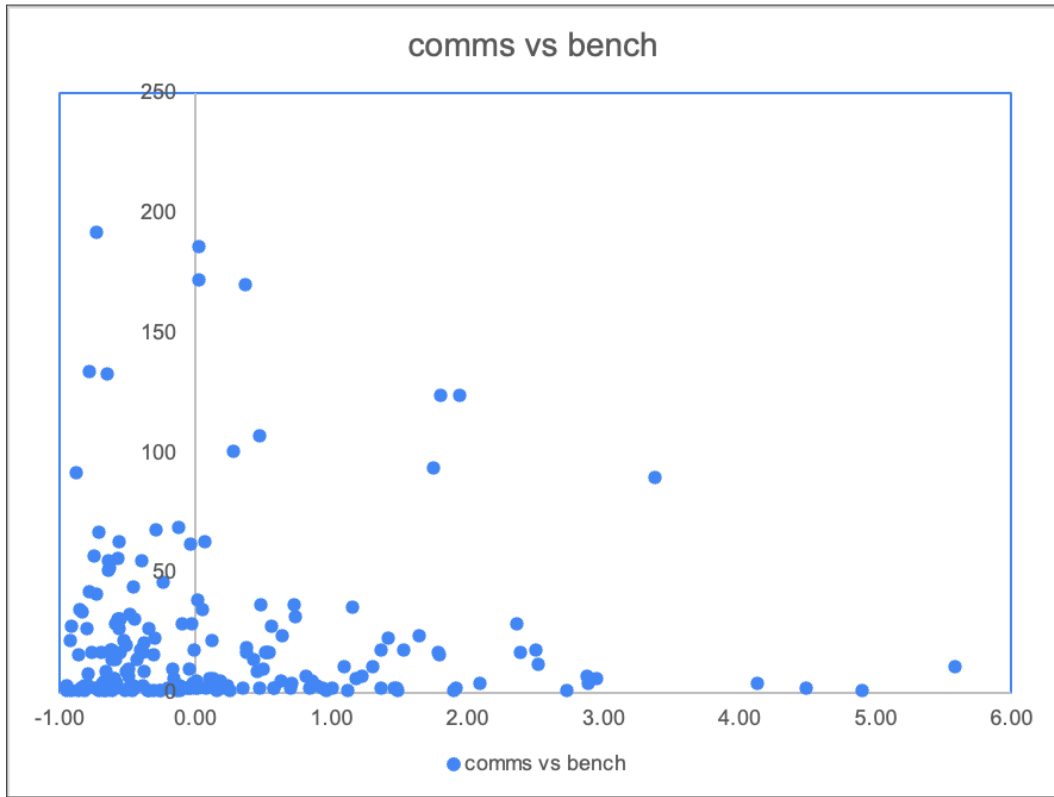
When posting FTSE Executives should embrace the three A's:

Audience, Authenticity, Agility. We found that the individuals whose content was highly relevant to their audience, appeared authentic and reacted to the evolving corporate landscape were the same individuals with the highest rates of engagement across measures.

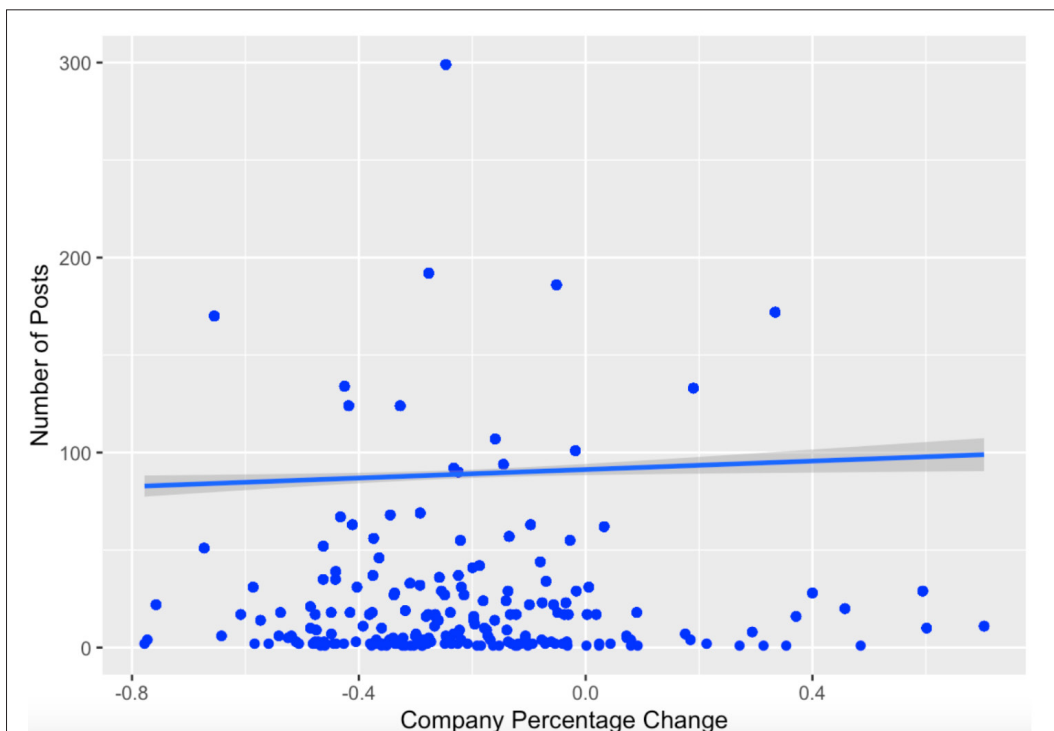
Executives should remember that the social media landscape and its metrics are driven by people - therefore the posts that perform best are people-centric at heart.

Appendix

T-test 1: Number of Post vs Companies 1 year stock average



T-test 2: Number of Posts vs Industry Benchmark (difference between company stock average and industry stock average)



The use of the word "team" was frequent. But, there was a clear difference in engagements between posts that praised the efforts of other teams vs those posts that use the term in conjunction with their own achievements.

Example:



There was a clear pattern

Followers want opinions and not just a link to a blog they could have found on your website anyway; Opinion matter: Of the posts that received over 100 engagements, (top 50%) the use of the word I to start the post was 15% whereas the bottom half this dropped to 5%

- Be more selfish
- Leadership language needs to be adapted for social comms
- Top 75 most used terms



The term commitment is only used in conjunction to ESG related terms

Environment

Within the ESG conversation, 2022 was the year of sustainability. This term and deviations of it, were used four times as often as terms relating to carbon or the climate.

Industry	Companies
Financial Services	29.752%
Travel and Leisure	8.265%
Investment Banking and Brokerage Services	6.612%
Industrial Support Services	5.785%
Retailers	5.785%
Real Estate Investment Trusts	5.785%
Software and Computer Services	4.959%
Oil, Gas and Coal	3.306%
Chemicals	2.479%
Real Estate Investment and Services	2.479%
Aerospace and Defence	1.653%
Banks	1.653%
Construction and Materials	1.653%

Non-life Insurance	1.653%
Pharmaceuticals and Biotechnology	1.653%
Telecommunications Service Providers	1.653%
Industrial Engineering	1.653%
Real Estate Investment Trust	1.653%
Electronic and Electrical Equipment	1.653%
Food Producers	1.653%
Technology Hardware and Equipment	0.826%
Finance and Credit Services	0.826%
Personal Care, Drug and Grocery Stores	0.826%
Health Care Providers	0.826%
Industrial Metals and Mining	0.826%
Media	0.826%
Household Goods and Home Construction	0.826%
Gas, Water and Multi-utilities	0.826%
Beverages	0.826%
Electricity	0.826%

ONE / FIFTY