



Reputation Lab

2025 Ukraine's Country Reputation: Unlocking reputation value

Insights from RepCore® Nations 2025

September 18th, 2025

Agenda

- 1** The Reputation Economy
- 2** RepCore® Nations 2025
- 3** Ukraine's reputation
- 4** Take aways
- 5** Some tips for managing Ukraine's reputation

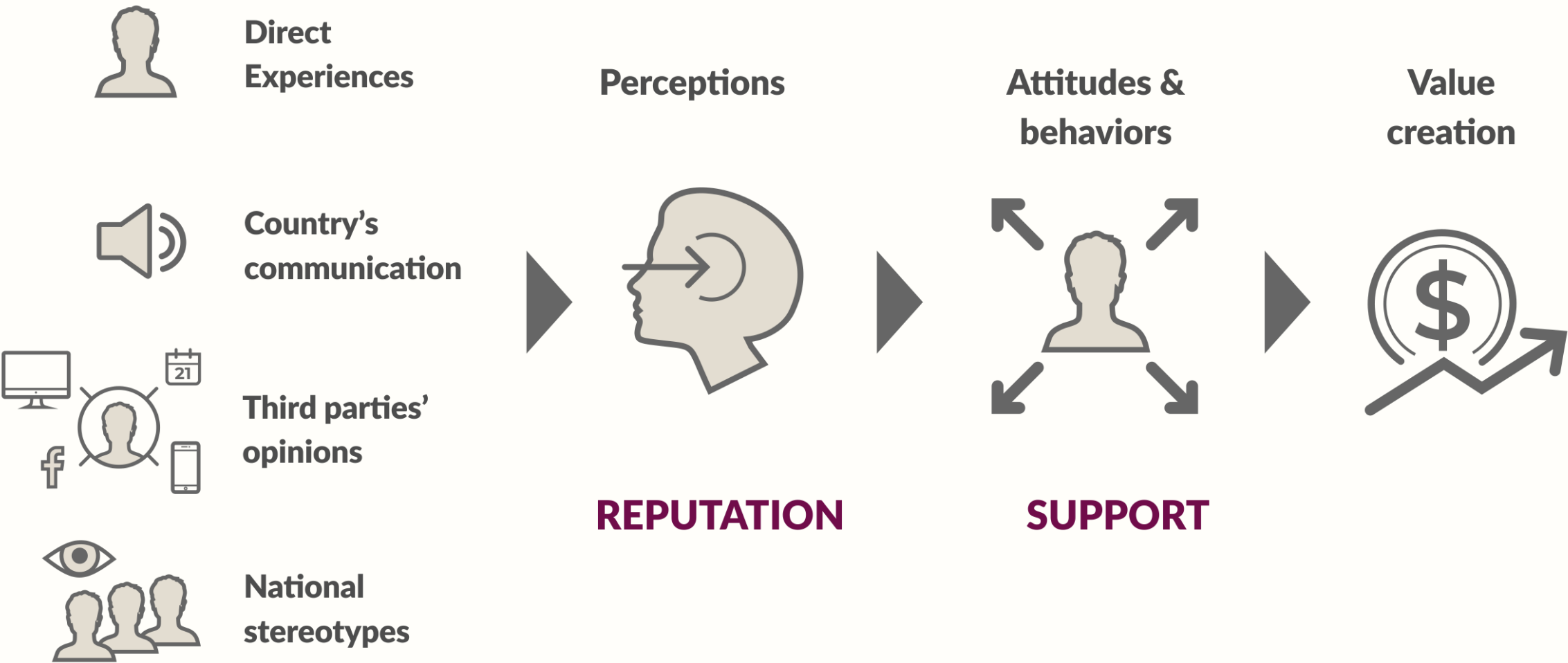
The Reputation Economy



Reputation, the intangible asset par excellence

*Reputation is the set of **feelings** generated from **perceptions**, judgments and evaluations of **stakeholders** about a company, organization or country.*

The Reputation Economy

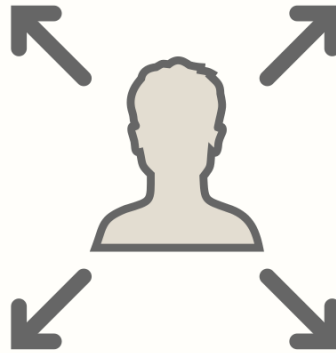


The Economic Impact of a Country's Reputation

REPUTATION



Attitudes & behaviors



Intention to visit
Intention to buy products
Intention to invest



Tourism



Exports



Foreign direct investment



The economic impact of a country's reputation: tourist arrivals & DFI

REPUTATION



↑ **1,0 pt**
Reputation Score

Tourism



↑ **7,2 %**
million dollars value

Foreign direct investment



↑ **1,0%**
million dollars value

Analysis of 4 years of data:
• Tourist arrivals - Receipts (USD bn) – Source: UNWTO
• Foreign direct investment (USD bn) – Source: UNCTAD
• RepCore Nations – Reputation Score – Source: Reputation Lab

RepCore® Nations 2025

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RepCore® Nations

A country reputation management tool

RepScore:

Overall emotional reputation indicator.

It measures sentiments such as admiration, respect, good feeling, and trust towards the country.

Rational Dimensions:

5 groupings of the 22 individual variables or attributes that explain and predict a country's reputation.

Supportive Behaviors

Behavioral intentions resulting from the country's reputation in the stakeholder group.



Correlation between reputation and supportive attitudes toward a country



Pearson correlations– G7
Source: Reputation Lab. RepCore® Nations 2025

RECOMMEND LIVING	0,705
BUYING PRODUCTS AND/OR SERVICES	0,695
RECOMMENDA ORGANIZING/ ATTENDING AN EVENT	0,694
RECOMMEND WORKING	0,692
RECOMMEND STUDYING	0,688
VISITING	0,666
INVESTING	0,655

RepCore® Nations 2025

Research scope- Ukraine

- **Target:**

General population - over 18 years of age and with an Internet connection, residents in the 21 countries included in the fieldwork: USA, Canada, Japan, France, Italy, Germany, United Kingdom, Argentina, Mexico, Brazil, China, India, South Korea, Kenya, Nigeria, Morocco, Turkey, Saudi Arabia, Poland, Russia and Ukraine.

- **Countries analyzed:**

- Ukraine, Poland and Israel.
- In addition, the 60 leading economies by GDP were included according to World Bank data (only in the G7, Russia, and China).
- The overall ranking refers to the 60 countries with the highest GDP, as analyzed based on public opinion of the G7 countries

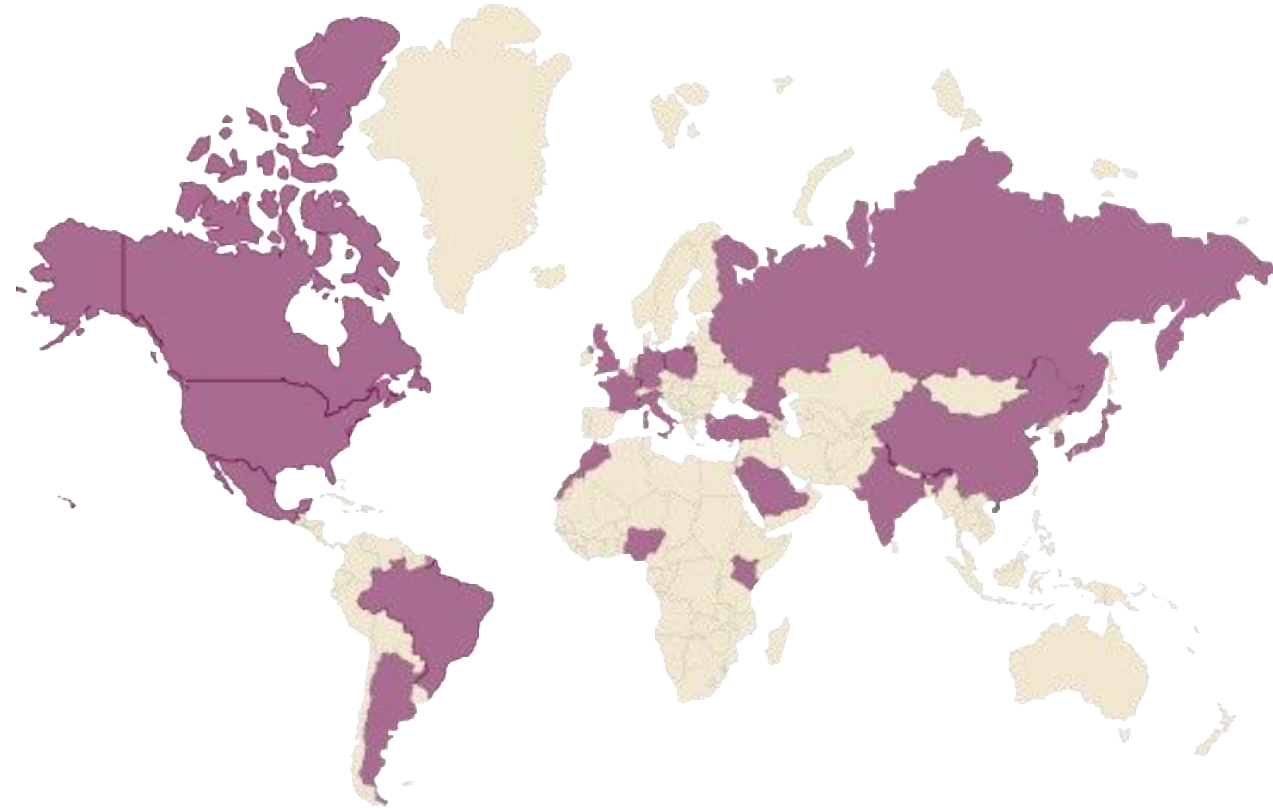
- **Methodology:** 15 minutes online survey

- **Fieldwork period:** March-April 2025

- **Sample size:**

200 ratings for Ukraine in each of the 20 countries listed above, 400 in Ukraine and 100 ratings for each of the two benchmarks with which it is compared (Poland and Israel) in each of the same 21 markets.

A total of 46.055 individual interviews were conducted across the 21 countries.



Ukraine's reputation

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2025 Global Country Reputation Ranking

Ukraine ranks in the moderate range above the GDP60 average

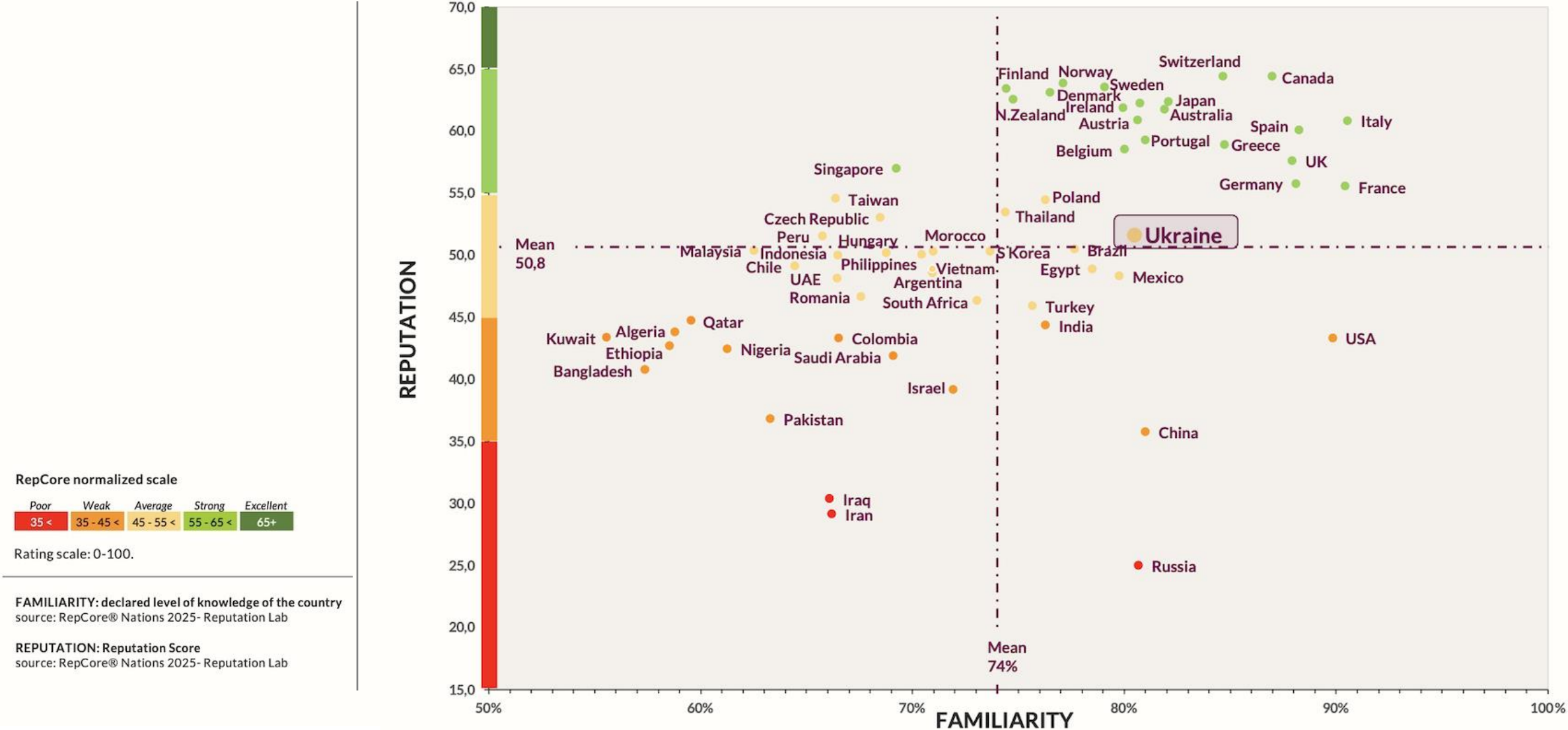
SWITZERLAND 1	CANADA 2	NORWAY 3	SWEDEN 4	FINLAND 5	DENMARK 6	NEW ZEALAND 7	JAPAN 8	NETHERLANDS 9	IRELAND 10
AUSTRALIA 11	AUSTRIA 12	ITALY 13	SPAIN 14	PORTUGAL 15	GREECE 16	BELGIUM 17	UK 18	SINGAPORE 19	GERMANY 20
FRANCE 21	TAIWAN 22	POLAND 23	THAILAND 24	CZECH REP. 25	UKRAINE 26	PERU 27	BRAZIL 28	MALAYSIA 29	MOROCCO 30
SOUTH KOREA 31	HUNGARY 32	PHILIPPINES 33	INDONESIA 34	CHILE 35	EGYPT 36	VIETNAM 37	ARGENTINA 38	MEXICO 39	UAE 40
ROMANIA 41	SOUTH AFRICA 42	TURKEY 43	QATAR 44	INDIA 45	ALGERIA 46	KUWAIT 47	USA 48	KAZAKHSTAN 49	COLOMBIA 50
ETHIOPIA 51	NIGERIA 52	SAUDI ARABIA 53	BANGLADESH 54	ISRAEL 55	PAKISTAN 56	CHINA 57	IRAQ 58	IRAN 59	RUSSIA 60

Country Reputation of the 60 countries with the highest GDP measure based on the G7

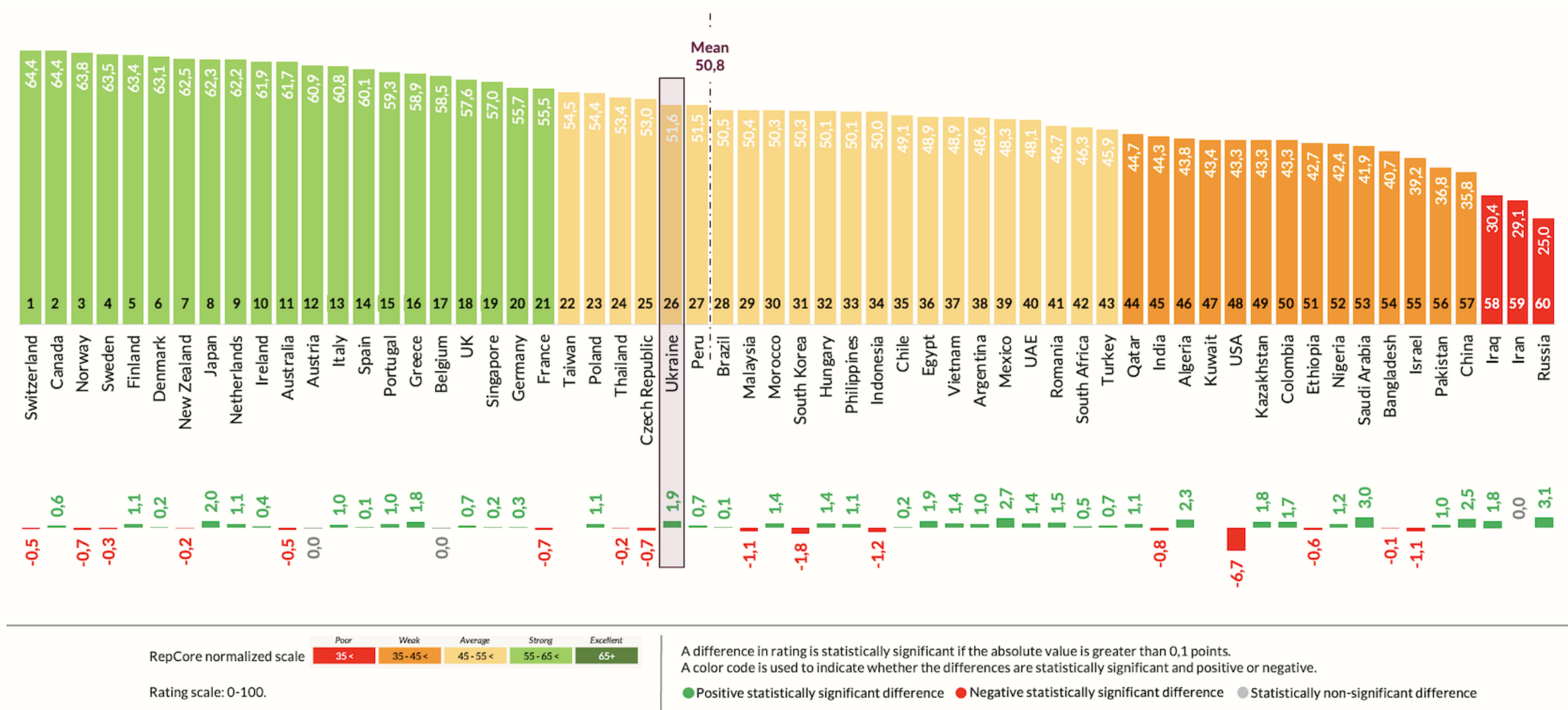


Familiarity vs Reputation

Ukraine is well known among G7 residents

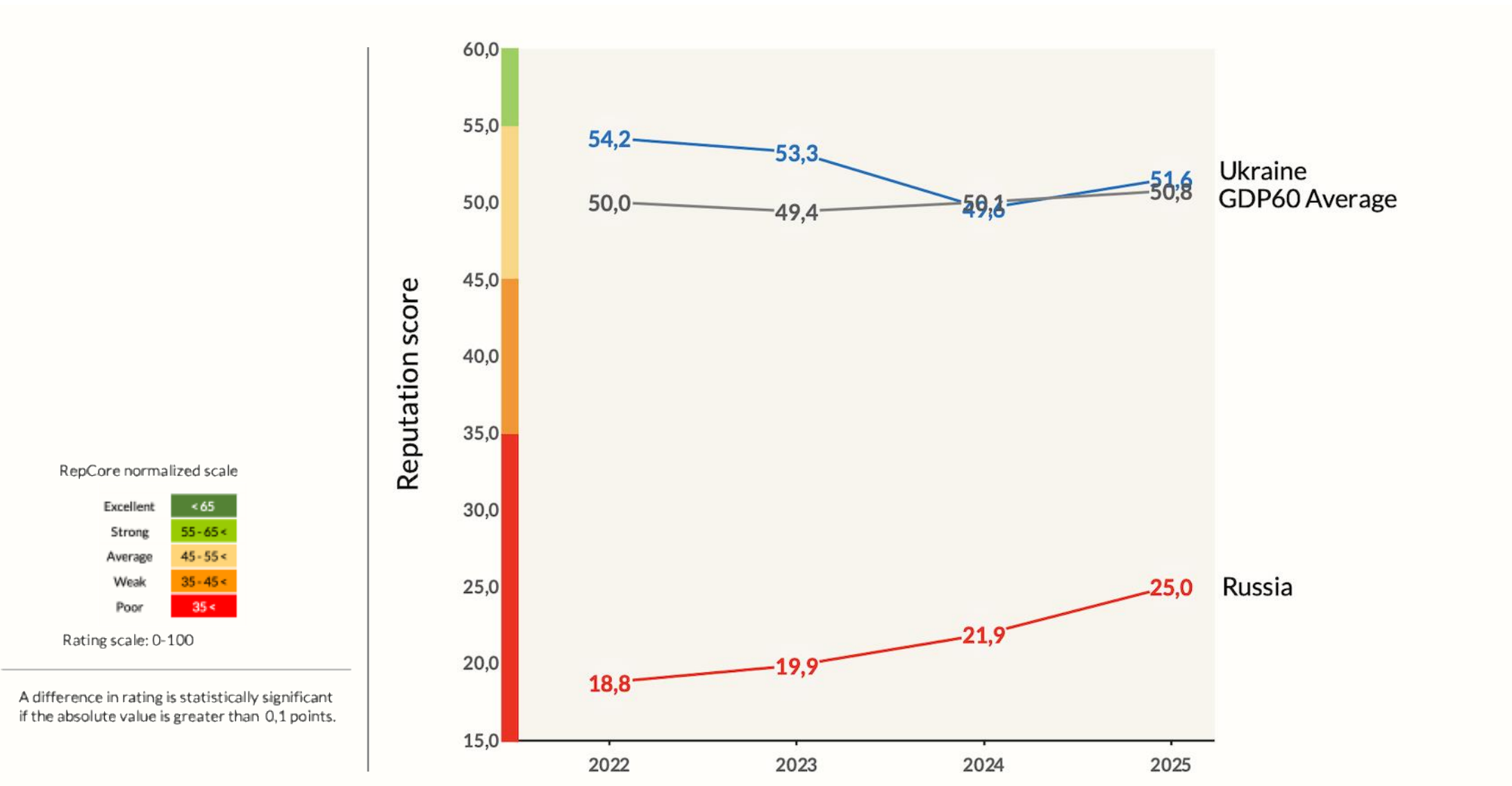


Change in 2024-2025 Ranking



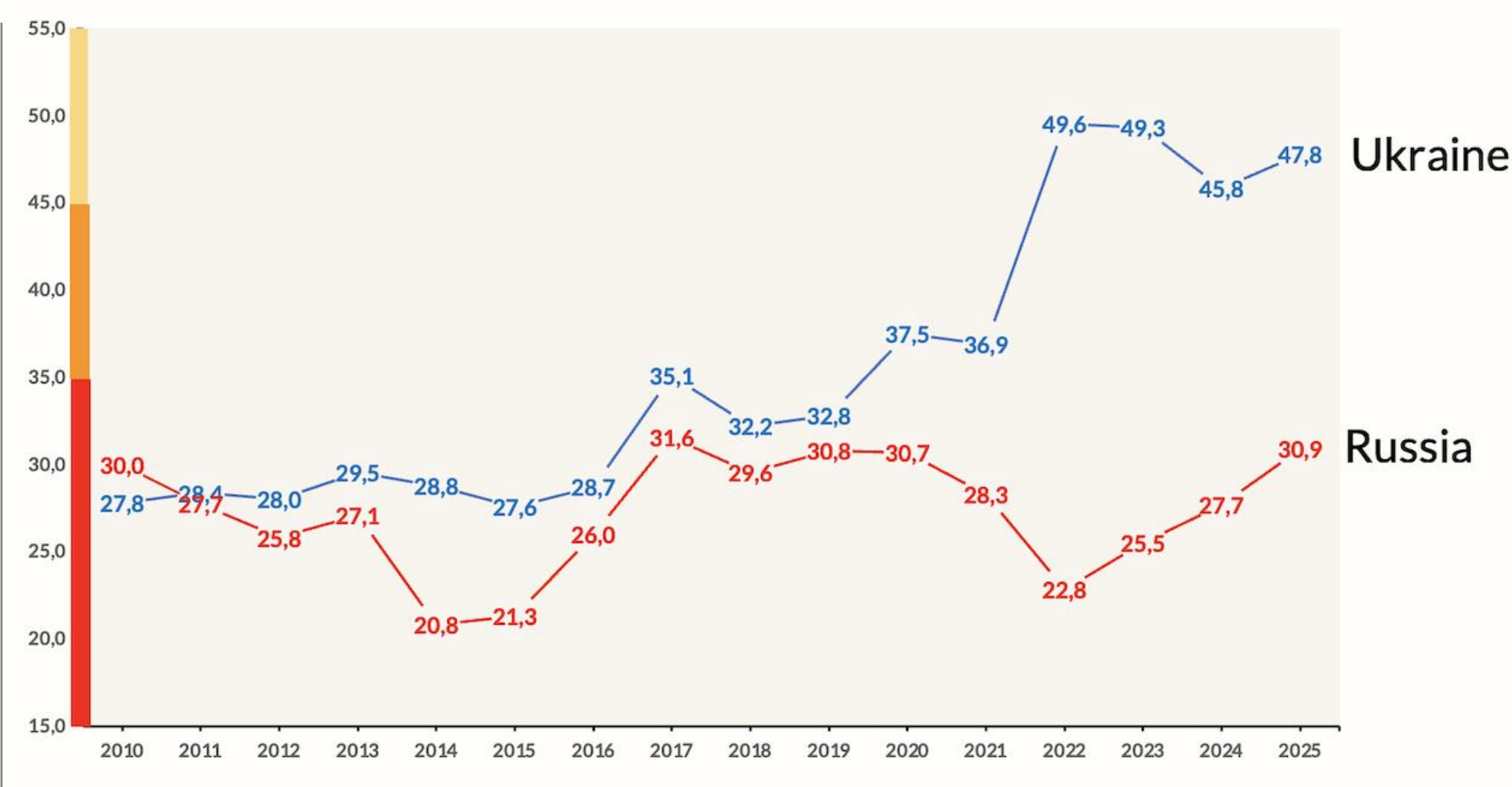
The reputation of Ukraine and Russia in relation to the international average (in G7)

Sustained growth in Russia's reputation since 2022



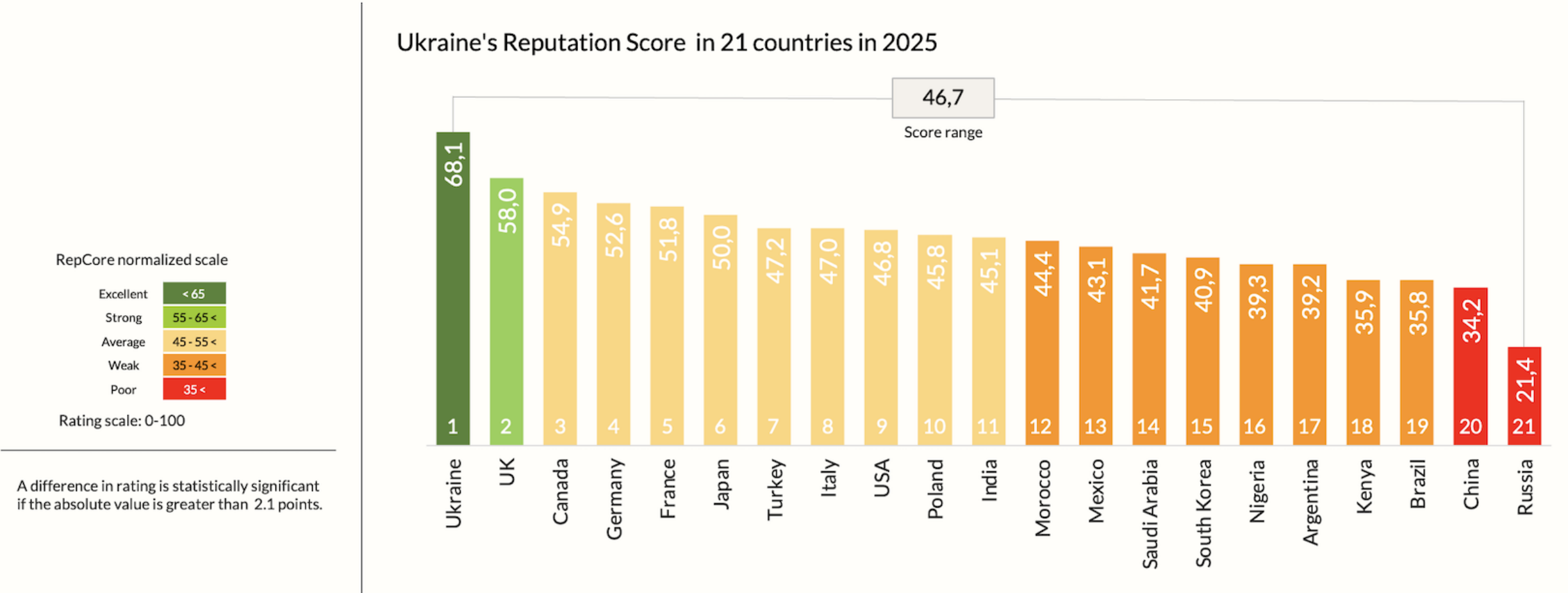
Evolution of the reputation of Ukraine and Russia (in the former G8: G7+Russia)

Ukraine's reputation takes a qualitative leap forward after the Russian invasion



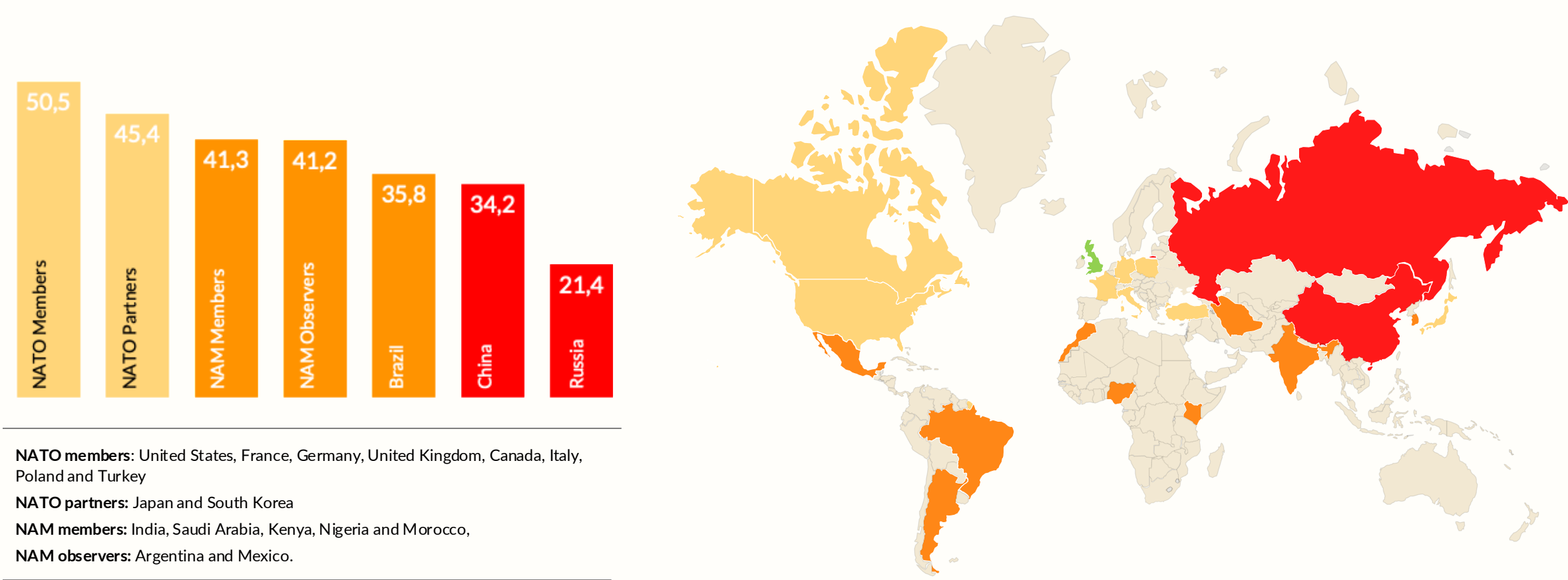
Source: 2010-2021 Country RepTrak – The RepTrak Company // 2022-2025 RepCore Nations – Reputation Lab

Wide international disparities in Ukraine's reputation



Ukraine's reputation and military alliances

Ukraine is viewed more favorably in NATO member countries than in non-aligned countries



RepCore normalized scale

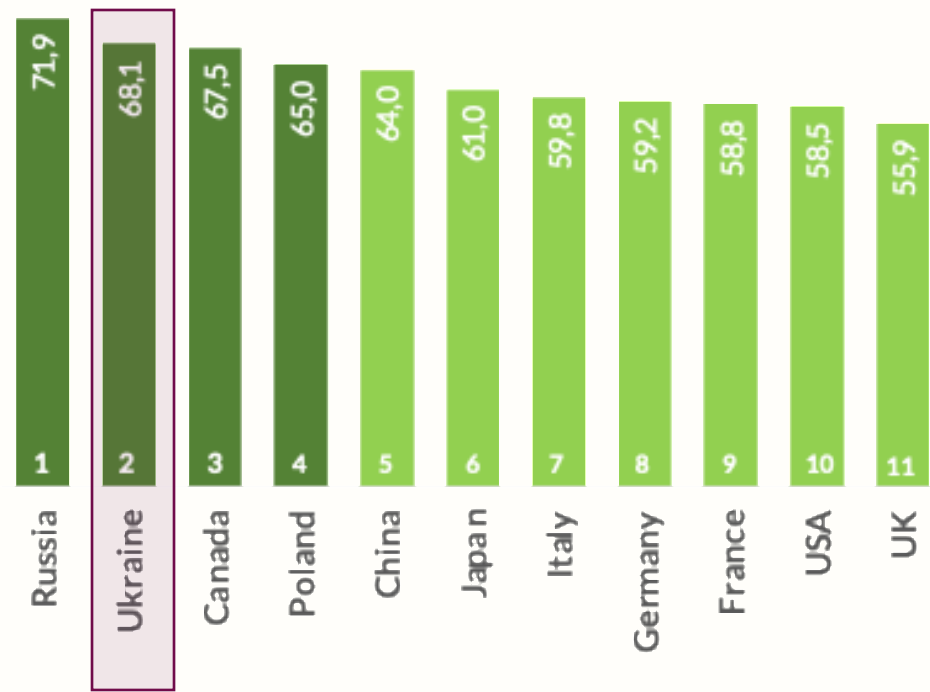
Poor	Weak	Average	Strong	Excellent
35 <	35 - 45 <	45 - 55 <	55 - 65 <	65+

Rating scale: 0-100

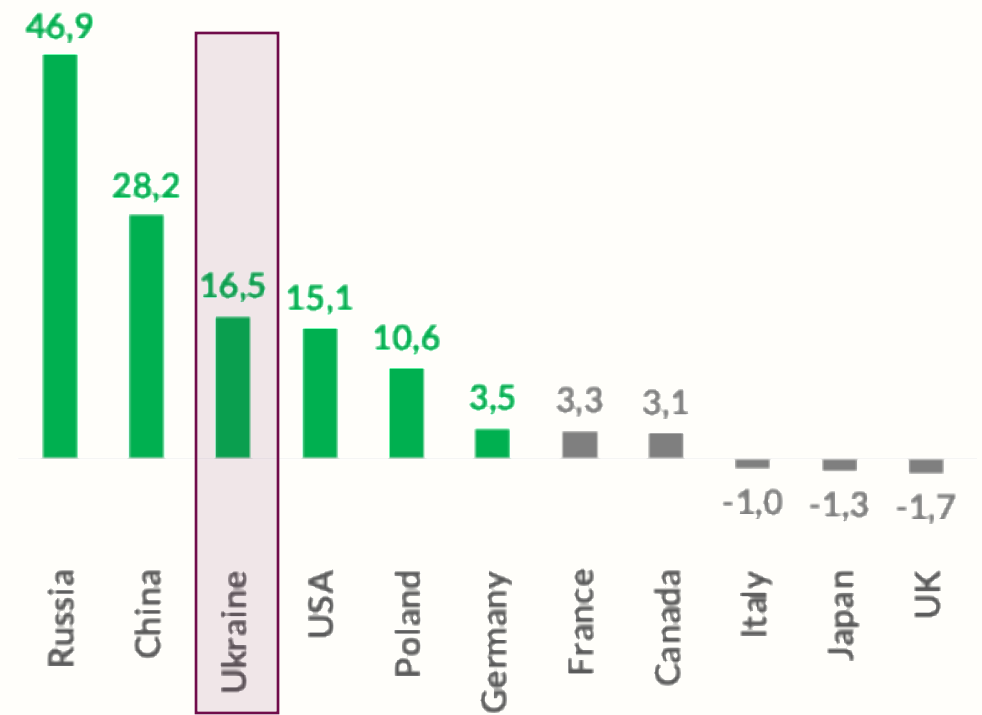
Ukraine's internal reputation in context

Ukraine has an excellent internal reputation

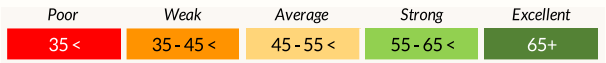
The internal reputation of Ukraine, Poland, G7 countries, Russia and China



Difference between internal and external reputation (G7)



RepCore normalized scale



Rating scale: 0-100.

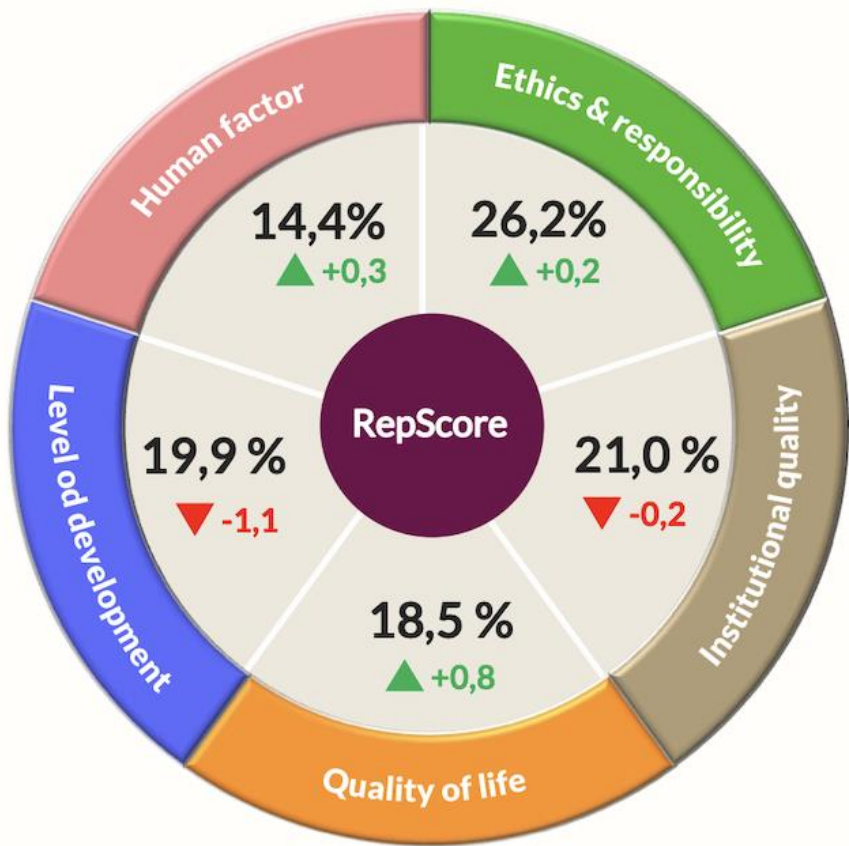
A difference in rating is statistically significant if the absolute value is greater than 3,4 points.

A color code is used to indicate whether the differences are statistically significant and positive or negative.

- Positive statistically significant difference
- Statistically non-significant difference
- Negative statistically significant difference

Expectations of G7 inhabitants toward the countries

"Ethics and responsibility" is the most important dimension in building a nation's reputation



Adjusted r²= 0,694
n= 70.896

Dimension	Attribute	2025	Change 2024-2025
Ethics and responsibility	Fight against climate change	5,7	▲ 0,4
Ethics and responsibility	Protection of the environment	5,4	▲ 0,2
Ethics and responsibility	Ethical & transparent	5,3	▼ -0,2
Ethics and responsibility	Respect of human rights	5,1	▲ 0,3
Quality of life	Appealing natural environment	5,0	▲ 0,3
Human factor	Quality of education system	4,9	▲ 0,2
Human factor	Friendly people	4,8	▲ 0,3
Quality of life	Leisure, entertainment & gastronomy	4,7	▲ 1,0
Quality of life	Safety	4,7	▼ -0,3
Human factor	Educated and reliable people	4,6	▼ -0,2
Ethics and responsibility	Efficient management of public resources	4,6	▼ -0,6
Institutional quality	Social welfare	4,5	▼ -0,7
Institutional quality	Friendly business environment	4,4	▲ 0,6
Institutional quality	Commitment to the international community	4,3	▲ 0,2
Institutional quality	Respected leaders	4,3	▲ 0,1
Level of development	Well-known brands and companies	4,3	▲ 0,7
Quality of life	Attractive lifestyle	4,2	▼ -0,1
Level of development	Technologically advanced	4,2	▲ 0,1
Level of development	Success in sports	3,9	▼ -0,3
Level of development	Cultural legacy	3,9	▼ -0,5
Level of development	Quality of products & services	3,6	▼ -1,1
Institutional quality	Effective government and institutions	3,5	▼ -0,4

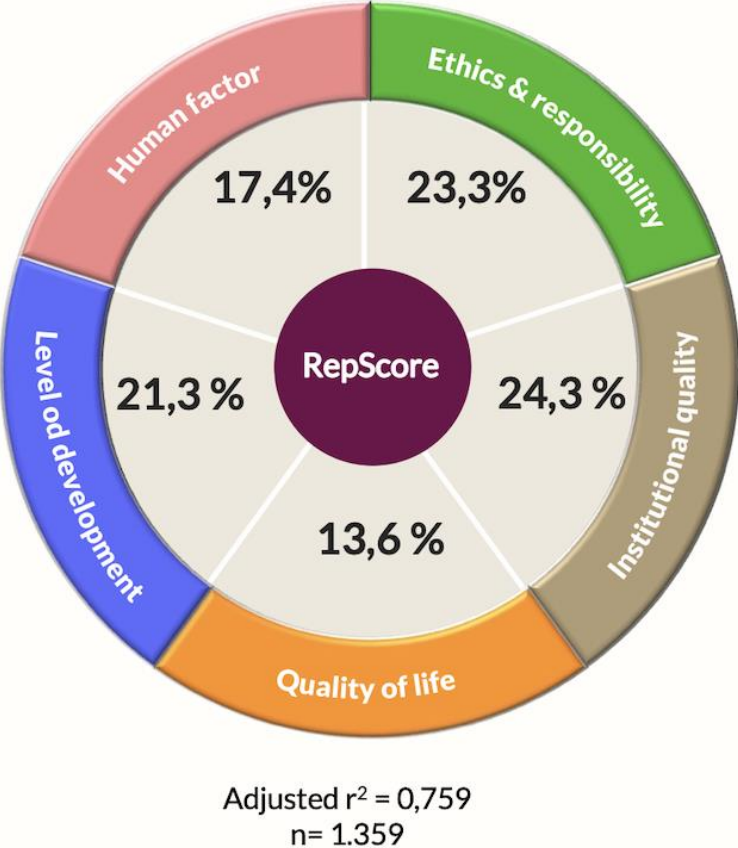
However, expectations are not universal

Main expectations of inhabitants of G7, China and Russia to build countries' reputations

G7		China		Russia	
Attribute	Rank	Attribute	Rank	Attribute	Rank
Fights against climate change	1	Well-known brands and companies	1	Safety	1
Protection of the environment	2	Quality of products and services	2	Well-known brands and companies	2
Ethical and transparent	3	Fights against climate change	3	Friendly business environment	3
Respect for human rights	4	Respect for human rights	4	Commitment to the international community	4
Appealing natural environment	5	Friendly business environment	5	Appealing natural environment	5
Quality of education system	6	Quality of education system	6	Ethical and transparent	6
Friendly people	7	Efficient management of public resources	7	Efficient management of public resources	7
Leisure, entertainment & gastronomy	8	Educated and reliable people	8	Attractive lifestyle	8
Safety	9	Safety	9	Social welfare	9
Educated and reliable people	10	Protection of the environment	10	Respect for human rights	10

Expectations of Ukrainian citizens towards the countries

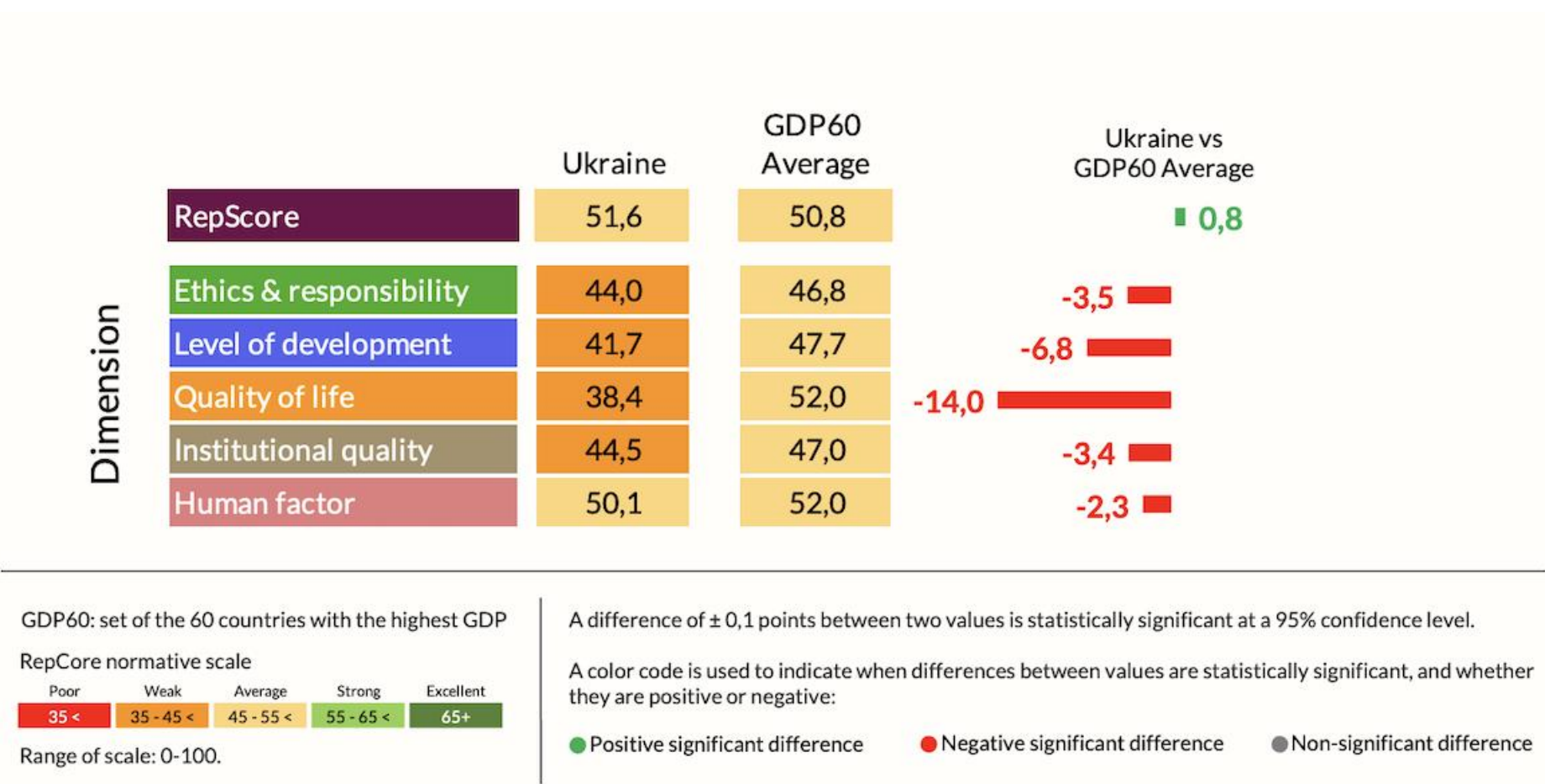
Social welfare leads in building a nation's reputation



Dimension	Attribute	WT
Institutional quality	Social welfare	8,4
Human factor	Friendly people	6,9
Level of development	Technologically advanced	6,8
Ethics and responsibility	Respect of human rights	6,6
Human factor	Educated and reliable people	5,4
Quality of life	Appealing natural environment	5,3
Level of development	Success in sports	5,3
Human factor	Quality of education system	5,2
Institutional quality	Friendly business environment	5,1
Ethics and responsibility	Efficient management of public resources	5,1
Institutional quality	Respected leaders	4,4
Ethics and responsibility	Protection of the environment	4,3
Institutional quality	Effective government and institutions	4,1
Level of development	Quality of products & services	4,0
Ethics and responsibility	Ethical & transparent	3,9
Quality of life	Attractive lifestyle	3,4
Ethics and responsibility	Fight against climate change	3,4
Quality of life	Safety	2,7
Level of development	Well-known brands and companies	2,7
Level of development	Cultural legacy	2,5
Institutional quality	Commitment to the international community	2,4
Quality of life	Leisure, entertainmant & gastronomy	2,1

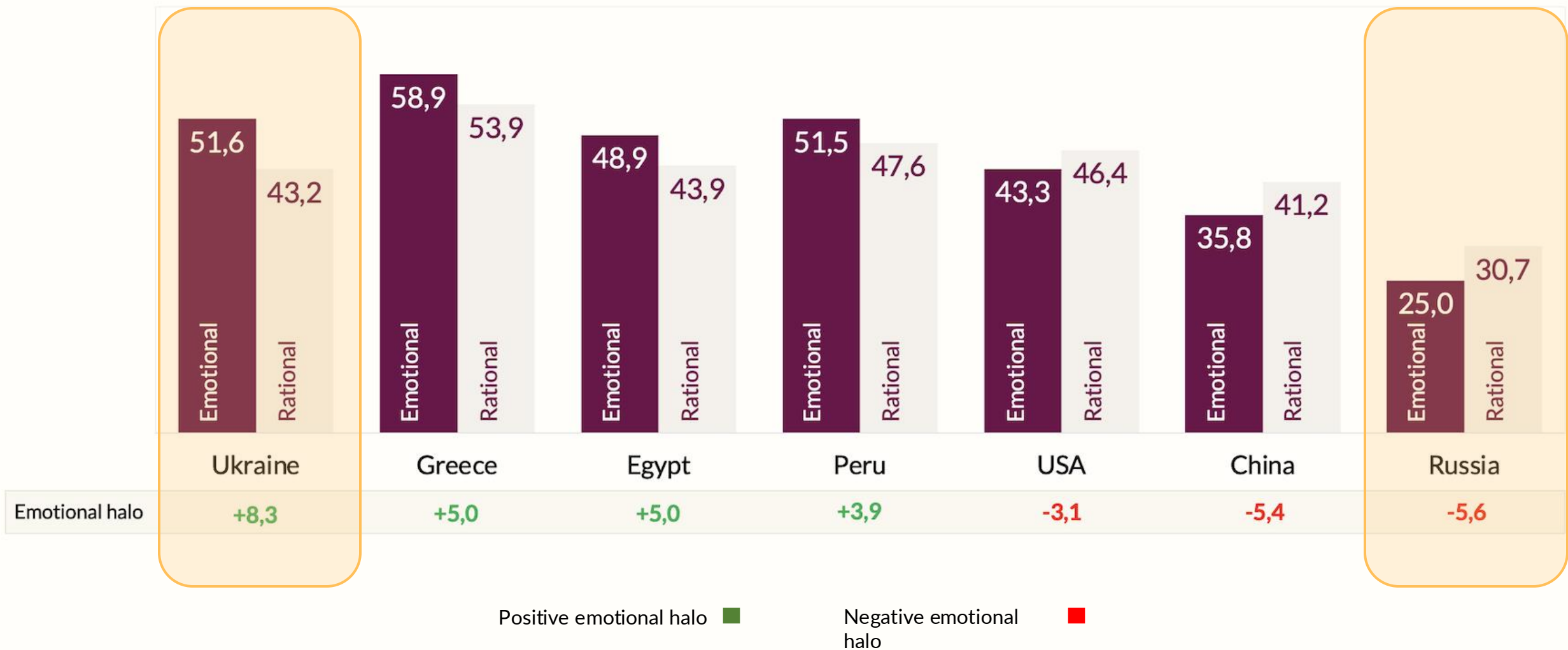
Rational dimensions: comparison of Ukraine with GDP60 average (in G7)

Quality of life and Level of development: Ukraine's weaknesses



Rational evaluation versus reputation: Emotional halo 2025

Ukraine's emotional appeal needs a more solid rational foundation



Rational dimensions: perception of Ukraine in Priority Markets

Quality of life and Level of development: Ukraine's weaknesses

	UK	Canada	Germany	France	Italy	Poland	USA	Turkey	Japan	South Korea
RepScore	58,0	54,9	52,6	51,8	47,0	45,8	46,8	47,2	50,0	40,9
Ethics & responsibility	51,3	49,0	43,9	43,1	37,0	38,5	44,4	41,2	42,5	40,6
Level of development	45,2	43,9	44,5	42,0	38,2	40,9	42,3	39,1	38,9	37,1
Quality of life	39,4	39,3	42,9	38,0	35,9	41,0	43,6	35,6	37,7	37,9
Institutional quality	51,5	48,6	44,8	45,4	36,4	40,6	41,2	41,5	43,3	38,5
Human factor	55,2	53,5	54,7	50,9	44,1	44,5	47,4	44,7	47,9	43,6

RepCore normalized scale

Excellent	< 65
Strong	55 - 65 <
Average	45 - 55 <
Weak	35 - 45 <
Poor	35 <

Rating scale: 0-100

A difference of $\pm 3,4$ points between two values is statistically significant at a 95% confidence level.

	India	Kenya	Nigeria	Saudi Arabia	Morocco	Mexico	Argentina	Brazil	China	Russia
RepScore	45,1	35,9	39,3	41,7	44,4	43,1	39,2	35,8	34,2	21,4
Ethics & responsibility	40,9	33,6	42,0	40,6	42,8	38,4	32,1	30,4	32,0	14,0
Level of development	41,0	32,2	37,6	40,3	40,5	38,4	33,1	30,3	33,3	22,4
Quality of life	41,0	27,6	37,1	41,3	42,2	38,0	31,0	25,2	31,2	26,9
Institutional quality	40,8	32,1	40,4	37,7	39,1	36,6	31,9	27,8	30,1	12,5
Human factor	43,6	38,4	46,9	43,6	46,7	46,4	44,2	36,3	33,6	23,2

Ukraine's strengths and weaknesses within G7

Safety is the Achilles heel

Ethics & responsibility

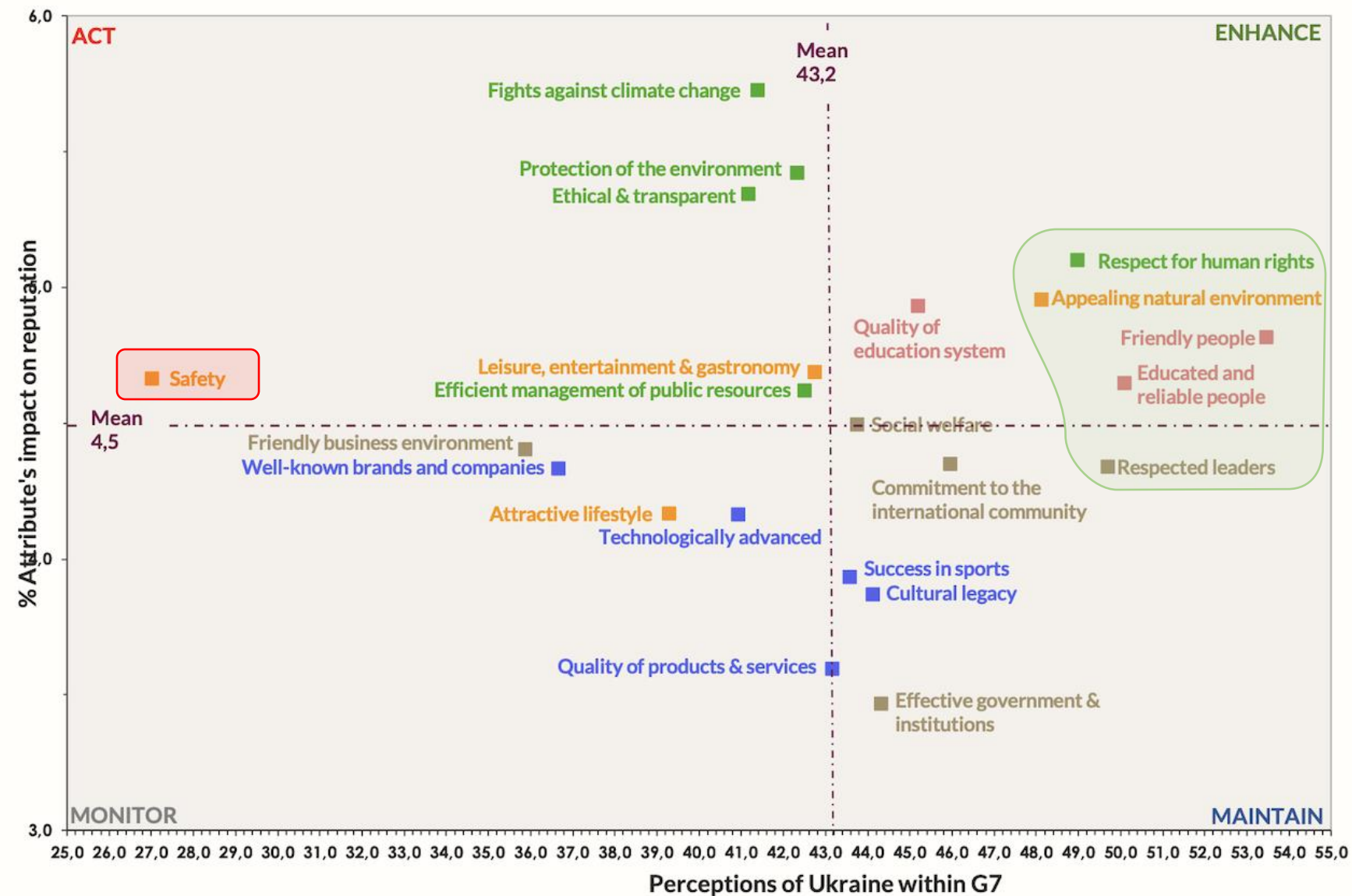
Level of development

Quality of life

Institutional quality

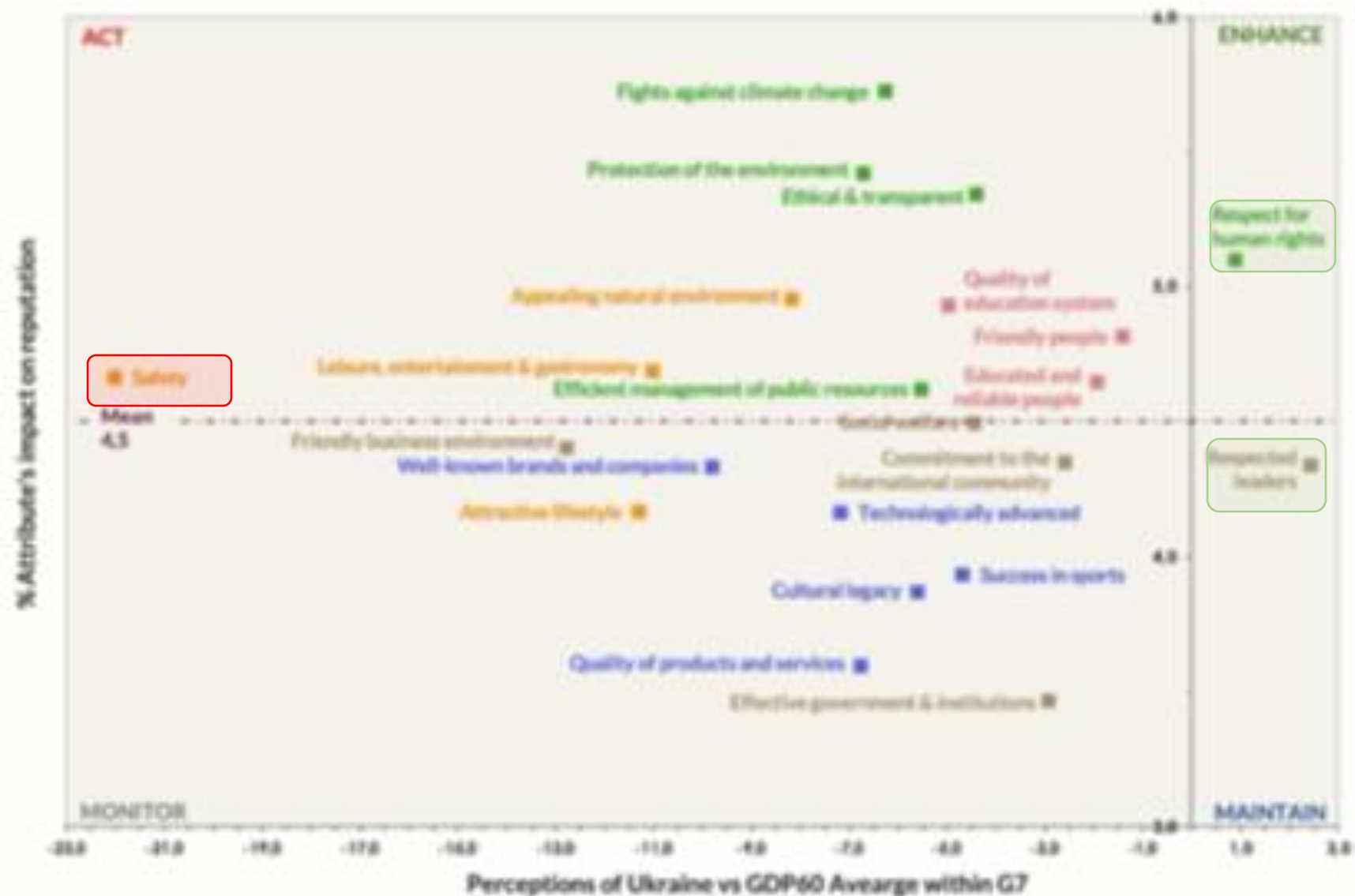
Human factor

A difference of $\pm 0,3$ points between two values is statistically significant at a 95% confidence level.



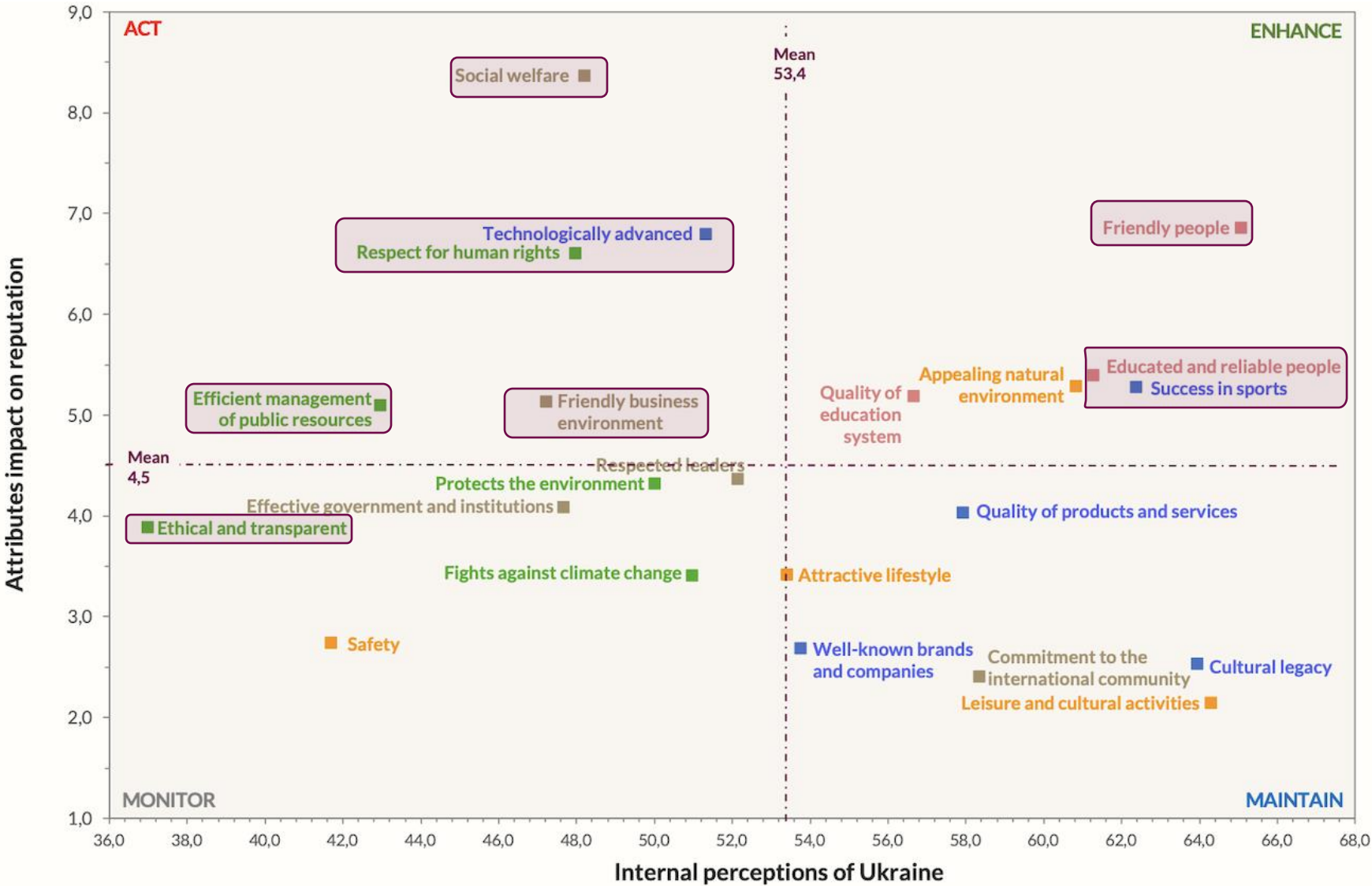
Risks and opportunities in Ukraine compared to the international average

Respect for human rights and Respected leaders are the two strengths in the perception of Ukraine



Ukraine's internal strengths and weaknesses

Ukraine has significant advantages in the eyes of its own residents, but also some relevant weaknesses



A difference of $\pm 5,1$ points between two values is statistically significant at a 95% confidence level.

Correlation between reputation and supportive attitudes toward a country



RECOMMEND LIVING	0,705
BUYING PRODUCTS AND/OR SERVICES	0,695
RECOMMENDA ORGANIZING/ ATTENDING AN EVENT	0,694
RECOMMEND WORKING	0,692
RECOMMEND STUDYING	0,688
VISITING	0,666
INVESTING	0,655

Pearson correlations– G7
Source: Reputation Lab. RepCore® Nations 2025

A good reputation translates into a high intention to visit a country

Ukraine is the exception

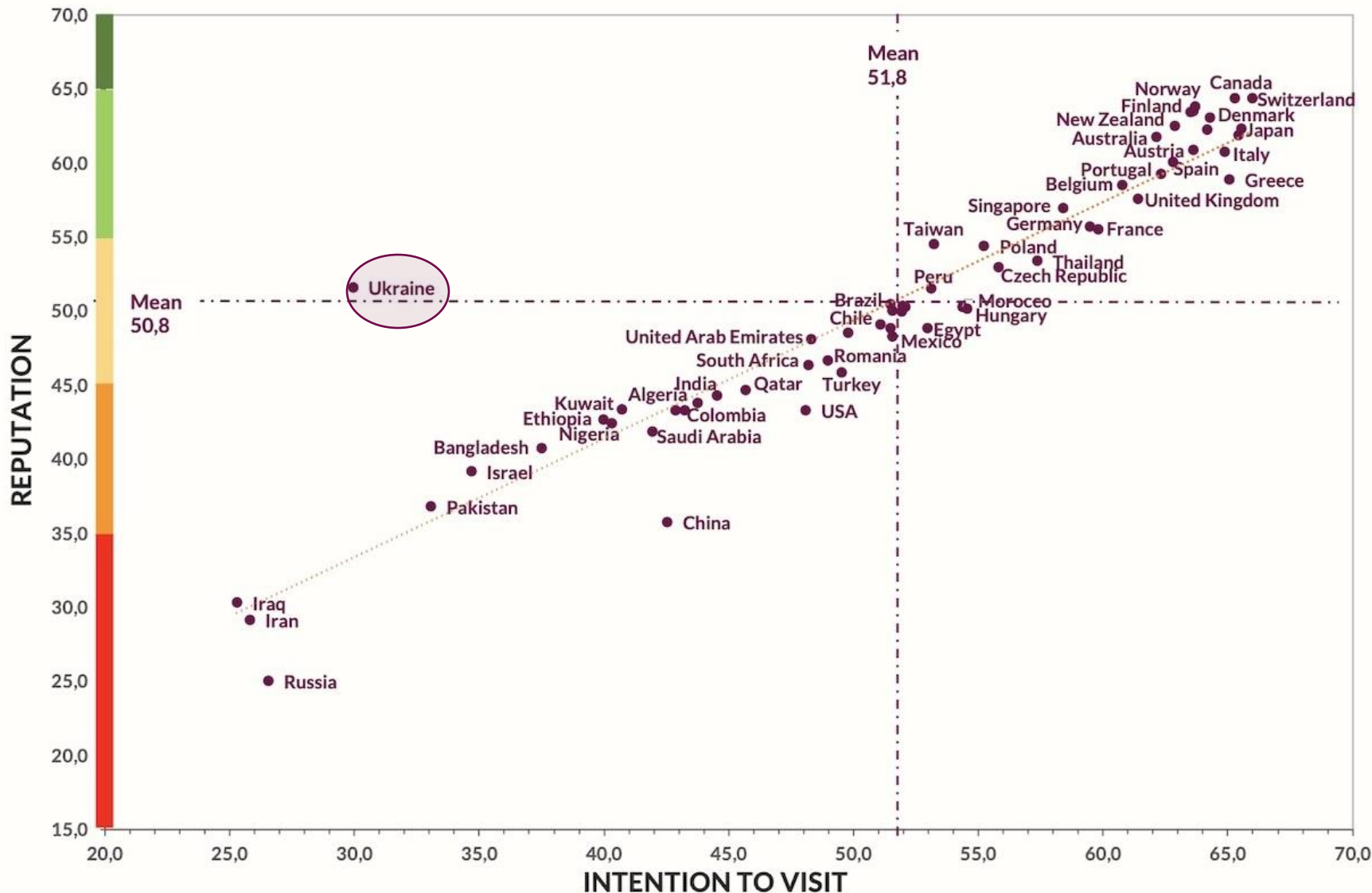
RepCore normalized scale



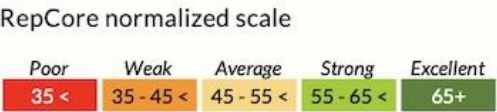
Rating scale: 0-100.

REPUTATION: Reputation score
source: RepCore® Nations 2024- Reputation Lab

INTENTION TO VISIT: Supportive behavior "I would visit"
source: RepCore® Nations 2024- Reputation Lab



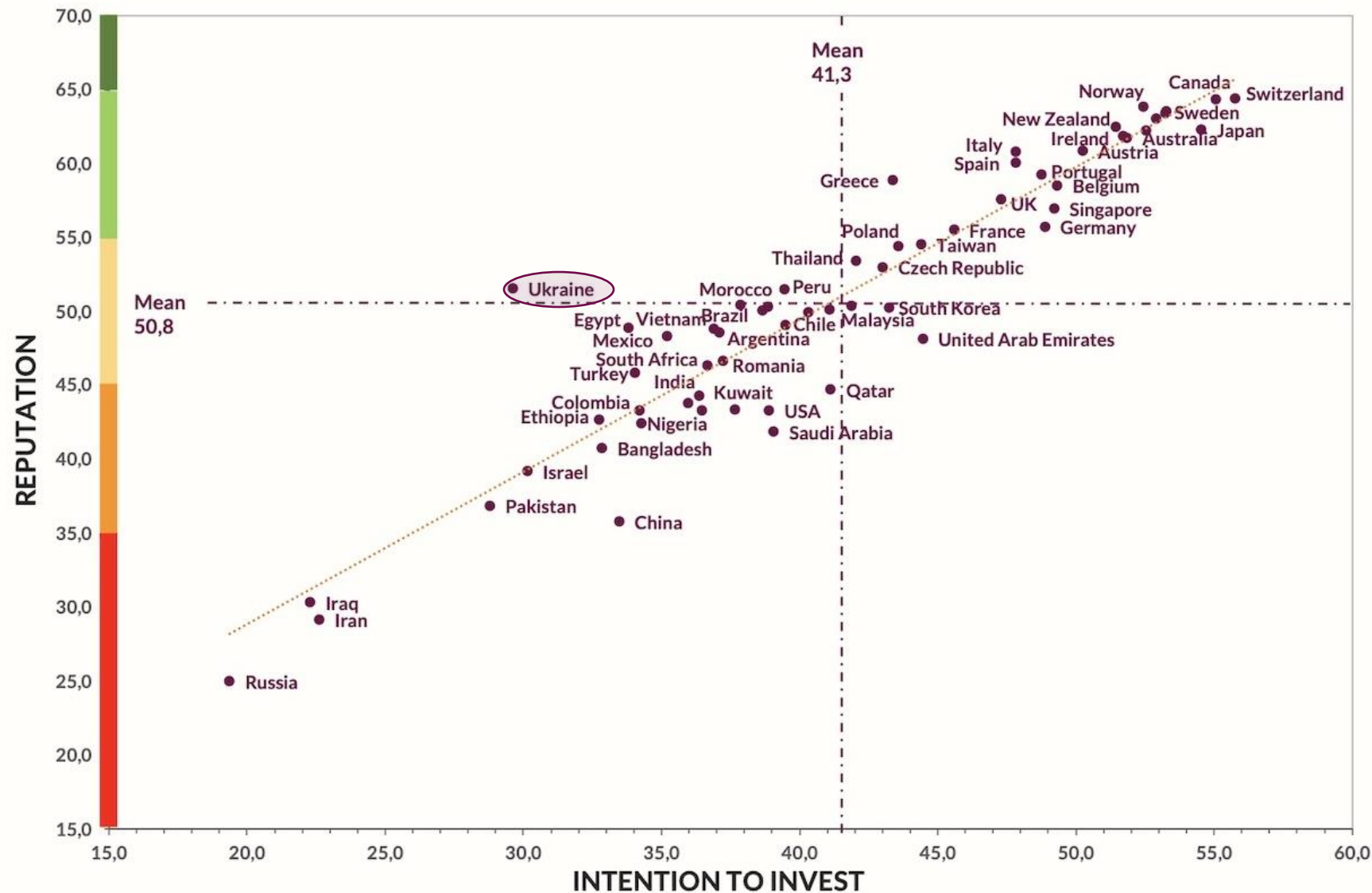
As well as in a greater intention to invest in a country Ukraine is again an exception



Rating scale: 0-100.

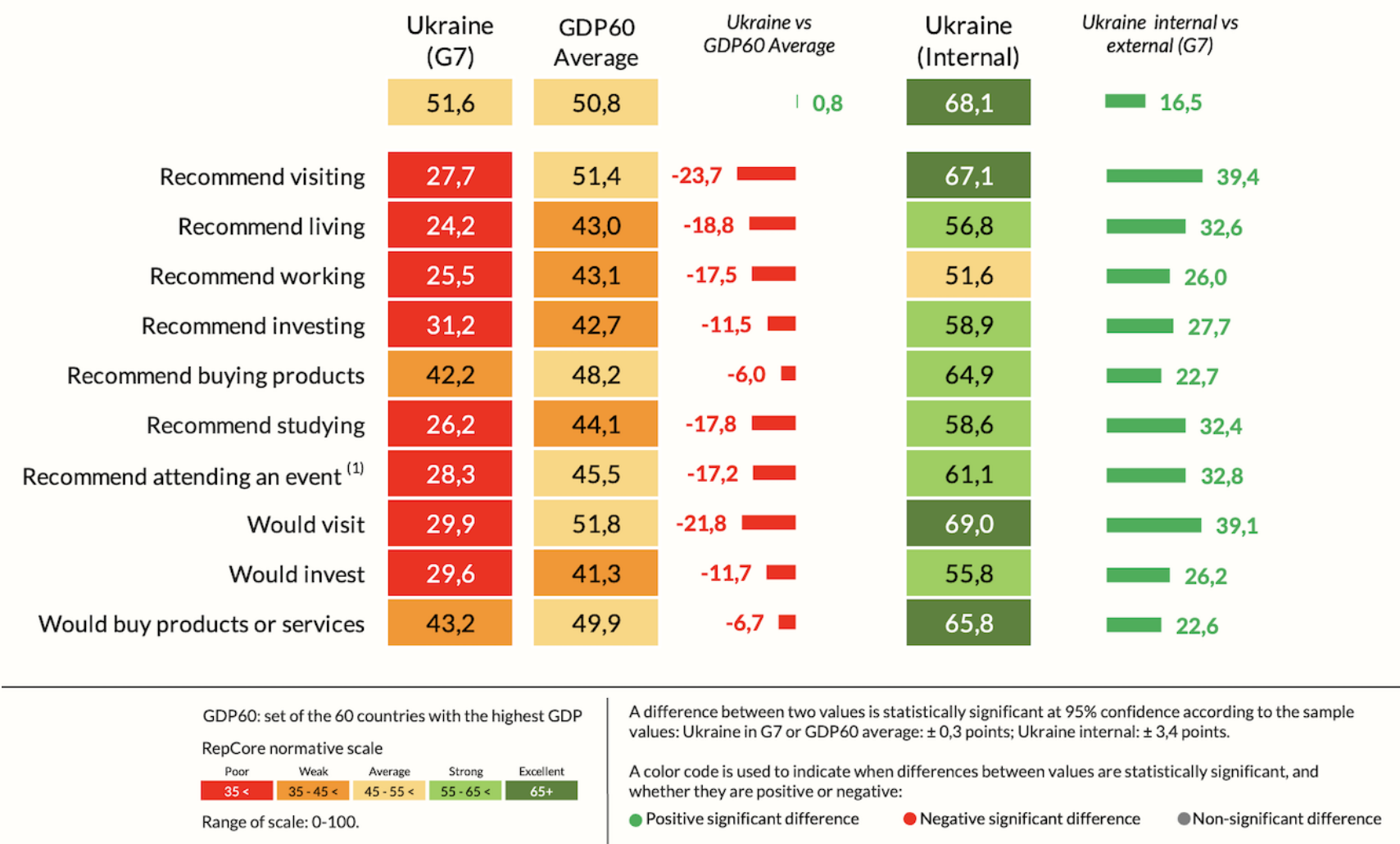
REPUTATION: Reputation score
source: RepCore® Nations 2025- Reputation Lab

INTENTION TO INVEST: Supportive behavior "I would invest"
source: RepCore® Nations 2025- Reputation Lab



Supportive attitudes: comparison of Ukraine with the international average

The current armed conflict is a barrier to obtaining the potential benefits of Ukraine's reputation



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Take aways



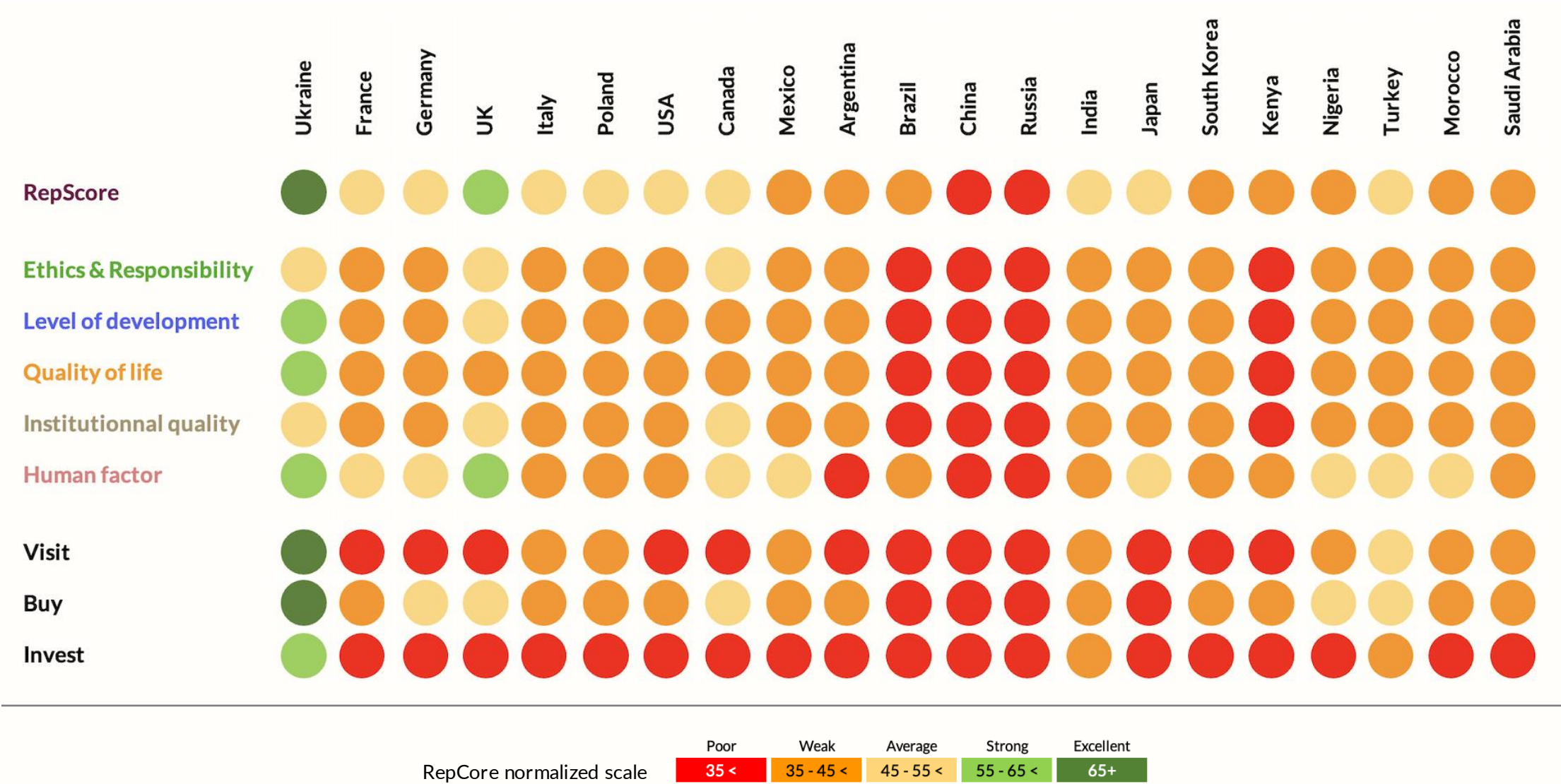
Take aways:

2025 Ukraine's Country Reputation

- **Ukraine's international reputation** among the general public in G7 countries **is moderate**, with a recent recovery after last year's decline.
- **Ukraine's reputation shows wide differences among the countries studied**, as public opinion is strongly influenced by each government's positioning toward the conflict.
- A **positive emotional halo** drives admiration and respect beyond Ukraine's rational strengths, creating a favorable predisposition toward the country and greater openness to positive messages.
- **High familiarity and media exposure open opportunities** to position messages anchored in the country's strengths.
- **Respected leaders, human rights, and people quality** are Ukraine's most valued international **assets**.
- **Safety, business environment, and well-known brand and companies** remain its main **weaknesses**.
- **Supportive behaviors**—such as visiting, investing, or studying—are **far below the level expected** for Ukraine's RepScore, mainly due to the ongoing conflict.
- Ukraine's **domestic reputation is excellent**, with strong national pride making citizens effective ambassadors.

Ukraine's reputation by geographical environment - Scorecard

RepScore, rational dimensions, and supportive attitudes

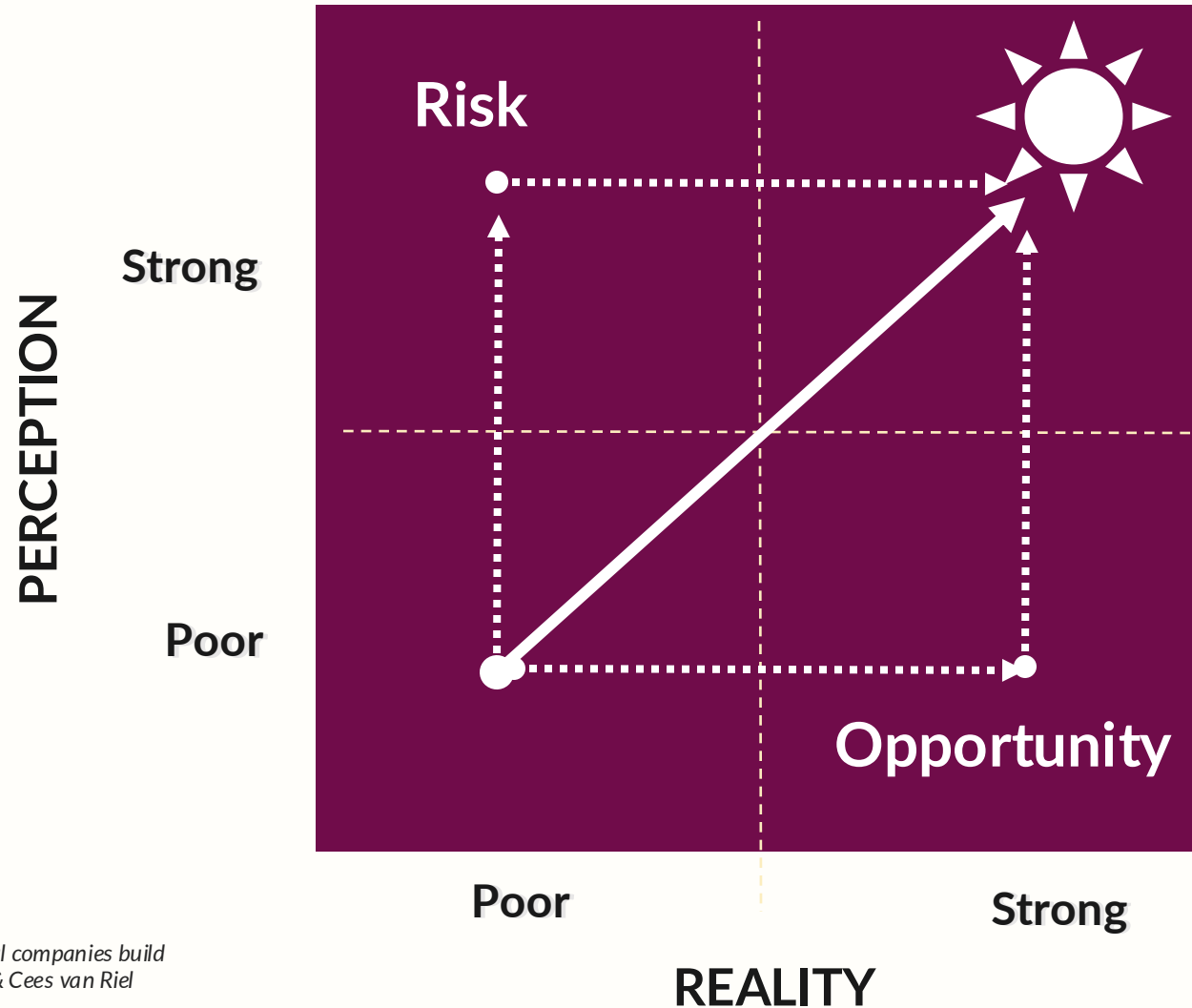


Some tips for managing Ukraine's reputation

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Corporate & Country Reputation Management: Perception vs Reality



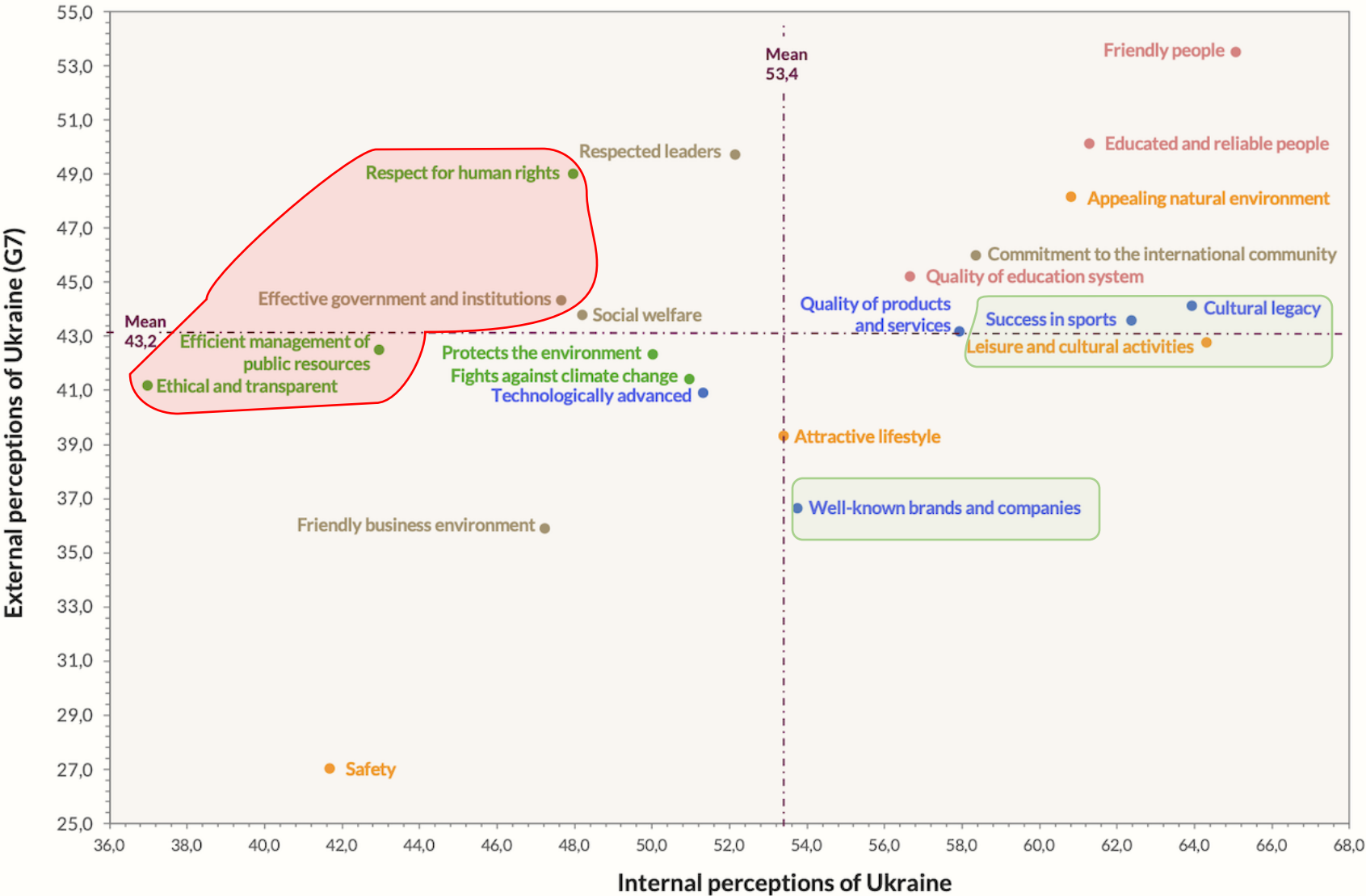
Source: "Fame & Fortune: How successful companies build winning reputations". Charles Fombrun & Cees van Riel (2003).

Rational attributes: comparison of internal and external perceptions (G7)

Huge asymmetries between Ukraine's internal and external reputational profiles

Communication opportunity
Reputation risk

- Ethics & responsibility
- Level of development
- Quality of life
- Institutional quality
- Human factor



Corporate website:



Thank You



Reputation Lab

www.corporatereputationlab.com