



2017 Global CSR RepTrak®

Reputation and Corporate Social Responsibility

September 2017



Reputation Institute is the world's leading reputation-based research advisory firm, founded by Dr. Charles Fombrun and Dr. Cees van Riel in 1997.



Reputation Institute has created the world's largest normative reputation database.

- *RepTrak® Pulse Score*
- *7 Dimensions of Reputation*
- *23 Reputation Attributes*
- *10+ Years of Data Indexed*
- *40 Countries Measured*
- *15 Stakeholder Groups*
- *7,000 Companies per Year*
- *8M+ Responses per Year*

Our most prominent asset is the RepTrak® model for analyzing the reputation of companies, industries, countries, cities, and even people.



We are best known for the Forbes-published Global RepTrak® 100 -- the world's largest study of reputation.



“We enable corporate communication leaders to make smart strategic business decisions that build on and protect reputation capital to drive competitive advantage.”

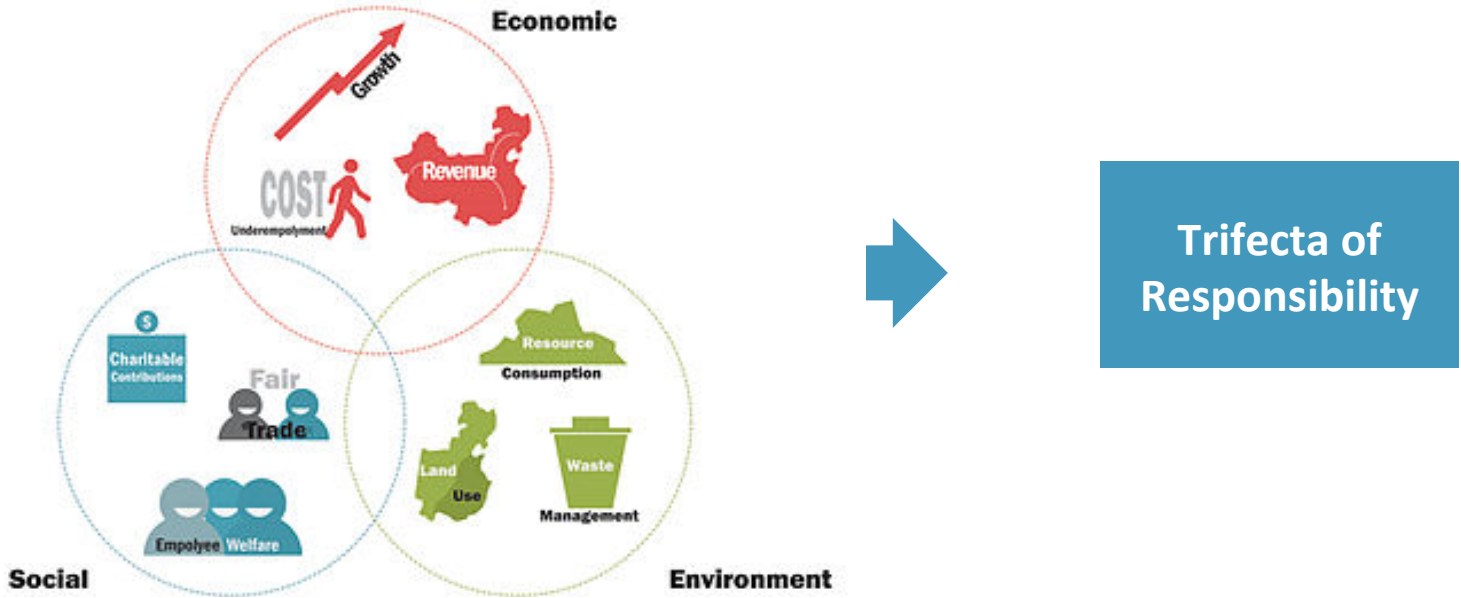
How Corporate Social Responsibility (CSR) is an Economic Multiplier



Companies with their eye on the “triple-bottom-line” outperform their less fastidious peers on the stock market.

The Economist

What CSR and The Triple Bottom Line Means For Companies



Source: Wikipedia

CSR Also Creates License to Operate



CSR = the responsibility of enterprise for their **impact on society**.

“Enterprises should have in place a progress to integrate social, environmental, ethical, human rights and consumer concerns into their **business operations and core strategy** in close collaboration with stakeholders.”



CSR equates to **good will and good business**

It Explains Why Companies are More Actively Engaged in CSR

FINANCIAL TIMES

CLIMATE CHANGE + Add to myPT

Corporate social responsibility: Businesses that engage with society

NOVEMBER 16, 2009 by: John Rumsey

The odds are stacked against preterm babies. For low-income families, the baby from the mother, preventing born premature baby, helps explain w

With Government in Retreat, Companies Step Up on Emissions

By HIROKO TABUCHI APRIL 25, 2017



Solar panels at the Googleplex, headquarters of Google in Mountain View, Calif. Its data centers worldwide will run entirely on renewable energy by the end of this year, the technology giant announced in December. Smith Collection/Cado, via Getty Images


Home | Opinions | Economy & Jobs | Trade & Society | Even in the age of Brexit and Trump, business can help drive responsible trade

Even in the age of Brexit and Trump, business can help drive responsible trade

DISCLAIMER: All opinions in this column reflect the views of the author(s), not of EURACTIV.com PLC.

By Arancha González and Christian Ewert | Foreign Trade Association and International Trade Centre

Aug 31, 2017 (updated: 1:05)



Logistics

to be truly responsible, they miss- are both critical to making this



FWD.us, an immigration reform group founded by Facebook CEO Mark Zuckerberg, gathered signatures from tech CEOs to urge President Trump to keep the DACA program. I AP Photo

Tech executives urge Trump to protect Dreamers

By STEVEN OVERLY | 08/31/2017 07:18 PM EDT | Updated 08/31/2017 11:51 PM EDT

Measuring Reputation and CSR: The RepTrak® Model

REPTRAK® DIMENSIONS Cognitive Considerations

- PRODUCTS & SERVICES
- INNOVATION
- WORKPLACE
- GOVERNANCE
- CITIZENSHIP
- LEADERSHIP
- PERFORMANCE

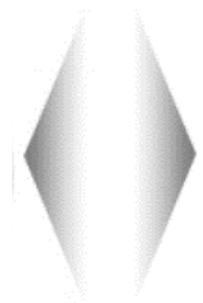
THINK



REPTRAK® PULSE Emotional Connection



FEEL



SUPPORTIVE BEHAVIORS Reputation Outcomes

- PURCHASE **+8.0%**
- RECOMMEND **+8.2%**
- CRISIS PROOF **+7.3%**
- VERBAL SUPPORT **+8.0%**
- WORK **+8.1%**
- INVEST **+6.3%**

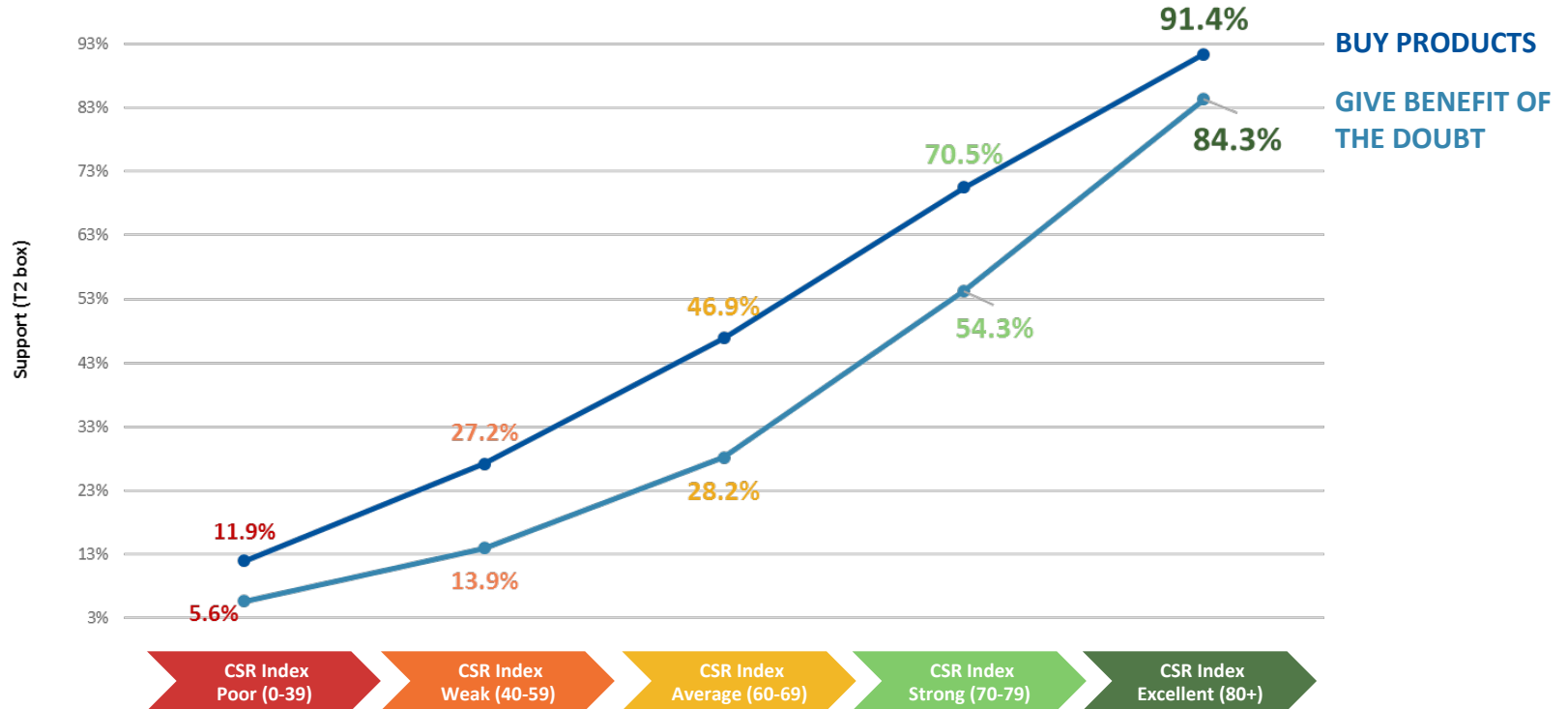
ACT

RepTrak CSR Index Definition

CSR RepTrak® reflects performance in Citizenship, Governance and Workplace dimensions



Companies with an Excellent CSR Index Engender More Support



Understanding Corporate Social Responsibility

Global CSR RepTrak®

Global CSR RepTrak® is a study that Reputation Institute conducts annually to measure the reputation of the world's most socially responsible, highly-regarded and familiar global companies in 15 countries. Included firms must meet the following qualifications:

- 1) Have a significant economic presence in the 15 largest economies
- 2) Have an above average reputation in its home country
- 3) Have global familiarity over 40%

It is the largest Global reputation study, with **~170,000 ratings** collected in Q1 2017.

Respondent Screening:

- Familiarity: Respondents must be “somewhat” or “very” familiar

The results tell us:

- Which companies are most highly regarded for CSR among the informed general public

Study components include:

- CSR RepTrak® Pulse
- Dimensions of Reputation and Drivers of Reputation
- Business Impact of CSR
- Touchpoint Analysis



How Global CSR RepTrak® Industry Scores Are Similar

Industry	Global CSR Index
Technology	68.8
Hospitality	68.7
Pharmaceuticals	68.7
Industrial	68.2
Consumer	67.7
Information	67.6
Airlines	67.5
Transport	67.2
Retail	66.7
Automotive	66.4
Food & Beverage	66.3
Financial	65.2

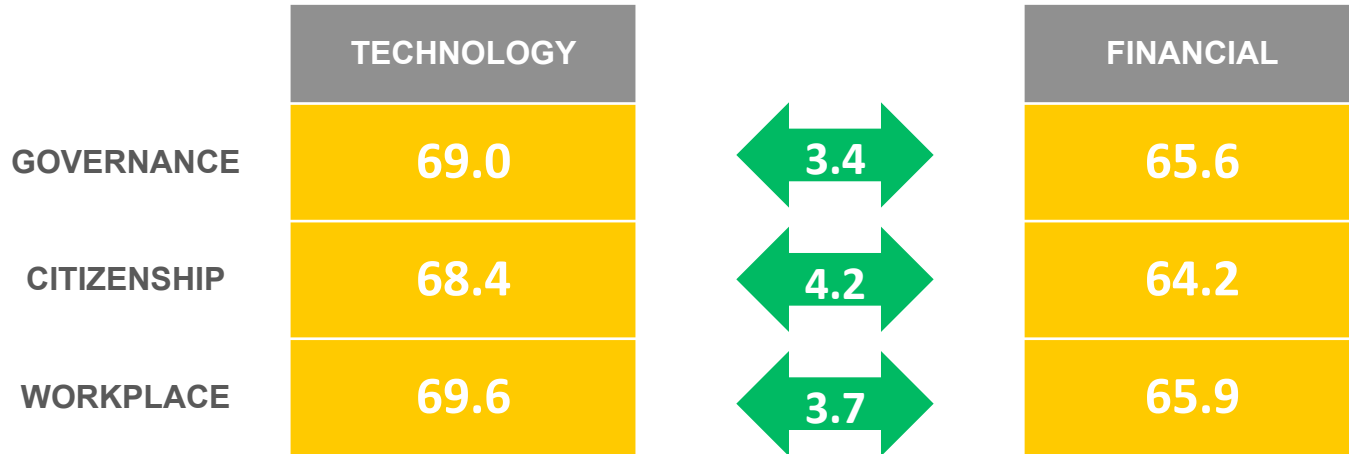
But there are discrepancies in CSR among companies

Rank	Company	Global CSR Index	△
2	Microsoft	74.1	1.0
3	Google	73.9	1.5

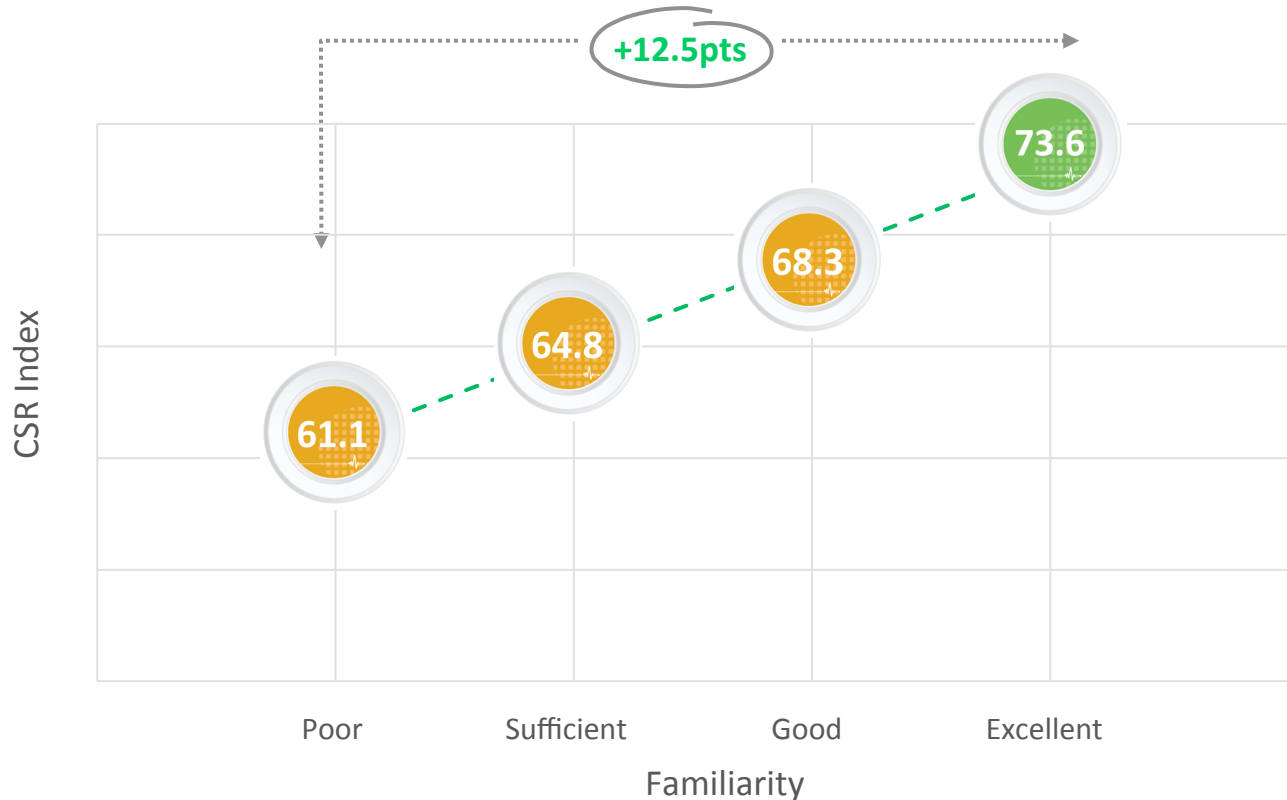
49	Apple	67.9	-5.3
89	Samsung	64.5	-5.3

- Globally all industries now have an average CSR Index
- But the financial industry increasingly lags behind in terms of its CSR Index

How the Financial Industry is Falling Behind on all Dimensions of CSR

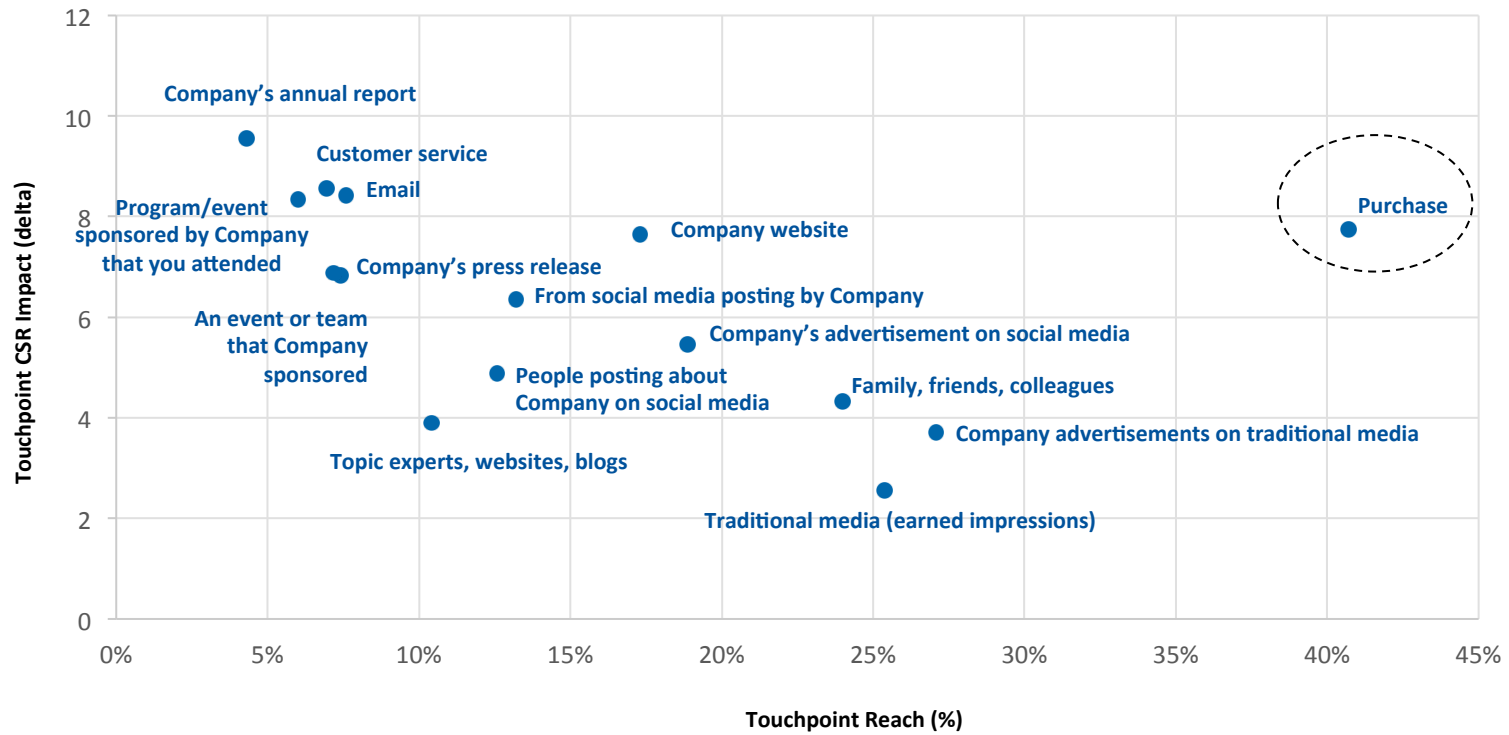


Opportunity to Leverage Familiarity to Enhance CSR Index



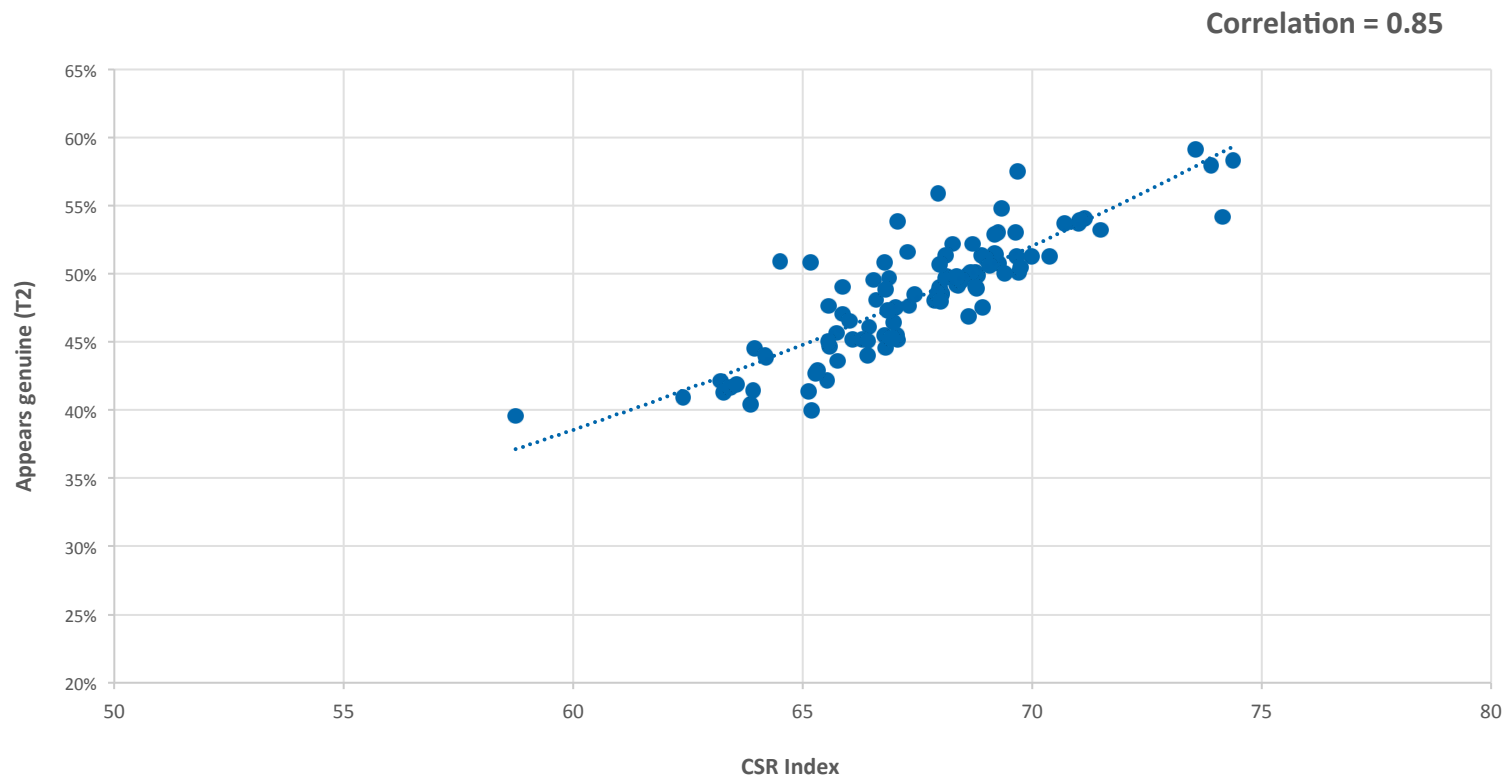
The **CSR gap** exists between those who have a **low level of knowledge** of the company (61.1) and those who have **an excellent level of familiarity**(73.6)

Proof of CSR is in the Purchase and Reinforced by Communication



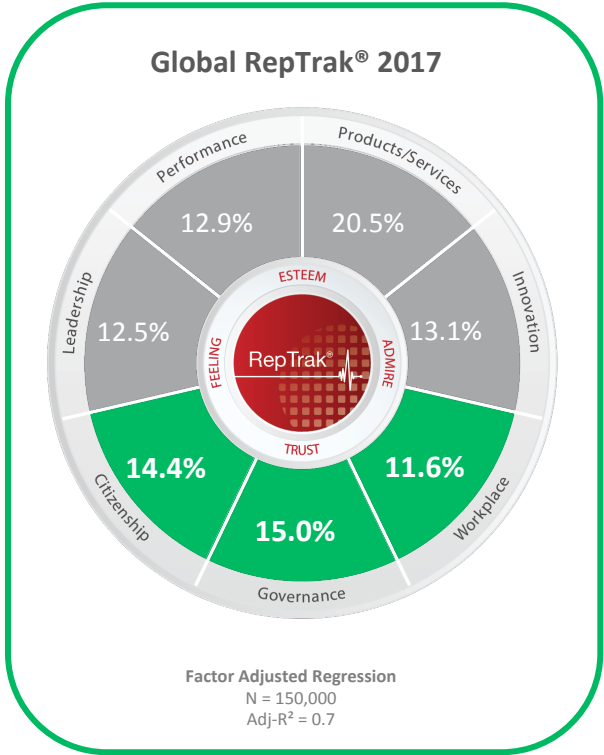
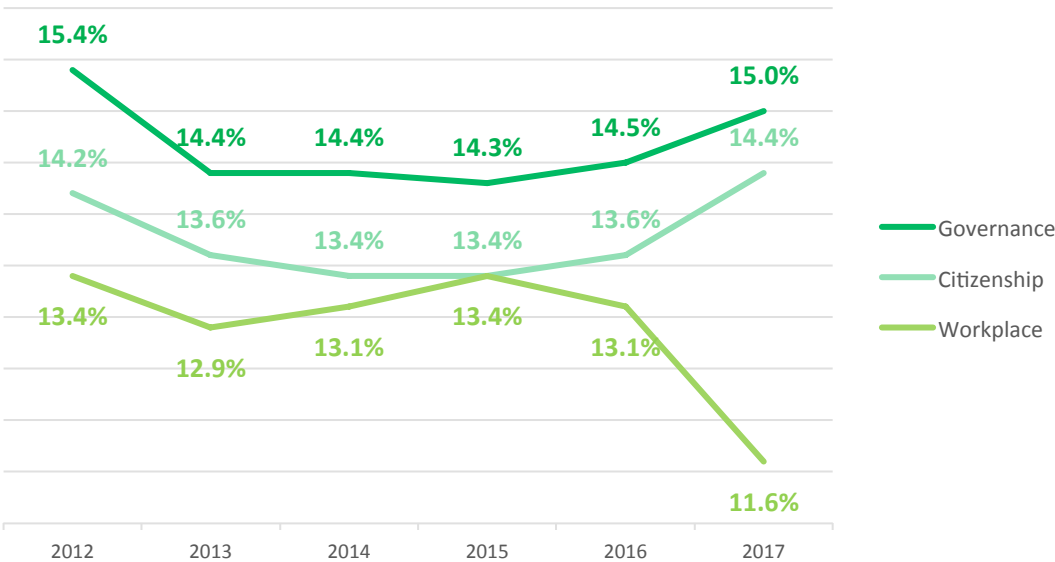
No touchpoint recall has a negative impact on CSR (-6 pts)

CSR Strength Aligns with Being Genuine About What You Do and Say



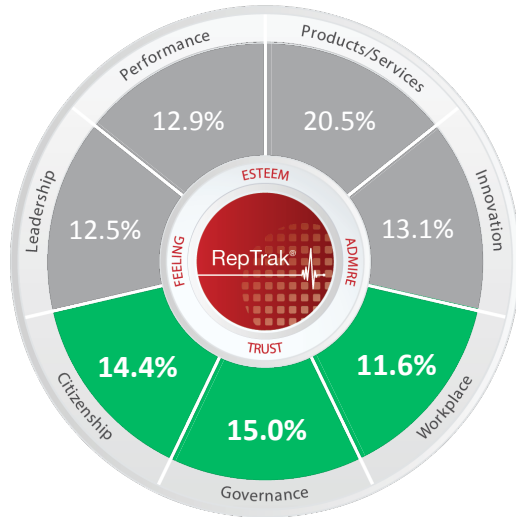
The Resurging Importance of Governance and Citizenship in CSR

CSR Dimensions Importance Evolution



Drivers of CSR are Defined by Ethics, Fairness, and Societal Impact

Global RepTrak® 2017



CSR Weight = 41%

GOVERNANCE

	Weight	Global Average
Behaves ethically	4.8%	68.0
Is fair in the way it does business	4.7%	69.4
Is open & transparent about the way it operates	4.3%	66.8

CITIZENSHIP

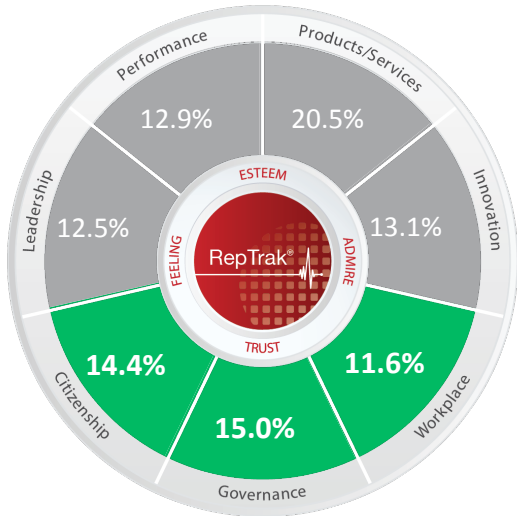
	Weight	Global Average
Has a positive influence on society	5.4%	69.5
Acts responsibly to protect the environment	3.9%	64.8
Supports good causes	3.8%	66.1

WORKPLACE

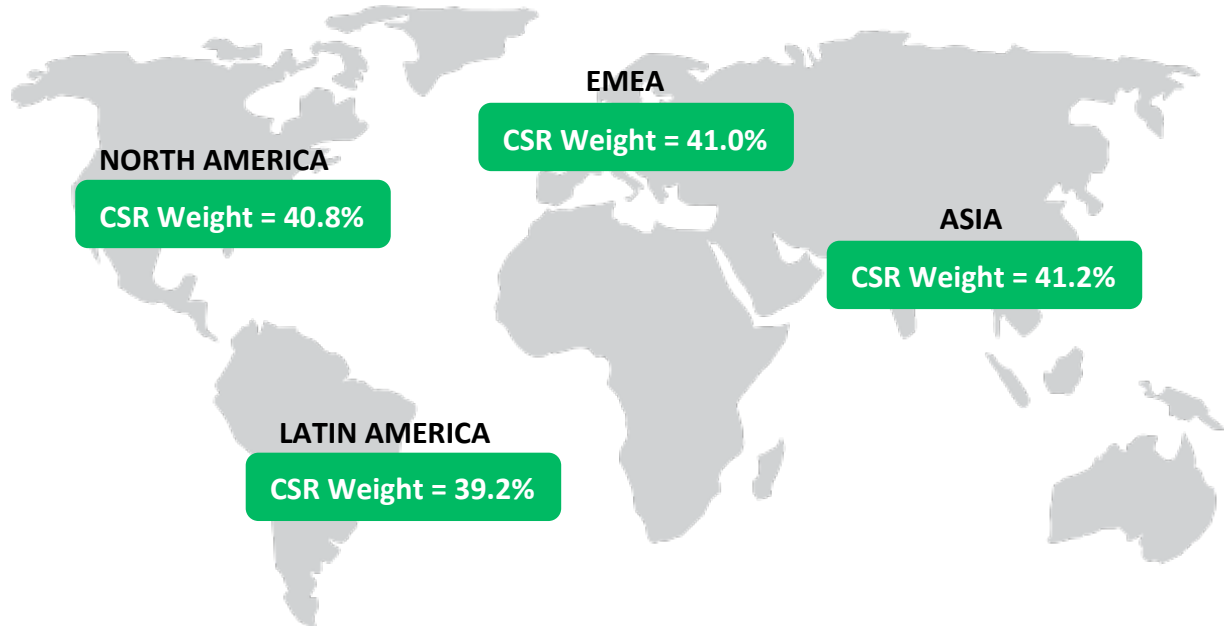
	Weight	Global Average
Demonstrates concern for employees	3.6%	67.0
Rewards employees fairly	3.5%	67.5
Equal opportunities in the workplace	3.3%	68.6

How CSR Importance Drive Reputation Across the Globe

Global RepTrak® 2017



CSR Weight = 40.9%



2017 Global CSR RepTrak[®] 100

2017 Global CSR RepTrak® 100: Most Socially Reputable Companies (1-50)

Rank	Company	2017 CSR RepTrak®
1	LEGO Group	74.4
2	Microsoft	74.1
3	Google	73.9
4	The Walt Disney Company	73.5
5	BMW Group	71.5
6	Intel	71.1
7	Robert Bosch	71.0
8	Cisco Systems	71.0
9	Rolls-Royce Aerospace	70.7
10	Colgate-Palmolive	70.4
11	Barilla	70.0
12	SAP	69.8
13	IKEA Group	69.7
14	Rolex	69.7
15	Michelin	69.7
16	Sony	69.6
17	IBM	69.4
18	adidas	69.3
19	3M	69.3
20	BBC	69.3
21	Campbell Soup Company	69.2
22	Anheuser-Busch InBev	69.2
23	Canon	69.2
24	Toyota	69.1
25	Danone	69.0

Rank	Company	2017 CSR RepTrak®
26	Siemens	68.9
27	Ferrero	68.9
28	Caterpillar	68.8
29	Airbus	68.8
30	Virgin Group	68.8
31	HP Inc.	68.8
32	Pirelli	68.7
33	Philips Electronics	68.6
34	Johnson & Johnson	68.6
35	Daimler	68.6
36	The Estée Lauder Companies	68.5
37	Honda Motor	68.4
38	Whirlpool	68.4
39	Oracle	68.3
40	Emirates	68.3
41	British Airways	68.1
42	Goodyear	68.1
43	FedEx	68.1
44	Boeing	68.0
45	DHL	68.0
46	The Kraft Heinz Company	68.0
47	Bridgestone	68.0
48	Nintendo	68.0
49	Apple	67.9
50	Procter & Gamble	67.9

2017 Global CSR RepTrak® 100: Most Socially Reputable Companies (51-100)

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51	Kellogg's	67.9
52	Hershey Company	67.9
53	Mastercard	67.4
54	Heineken	67.3
55	Netflix	67.3
56	Dell	67.1
57	Amazon.com	67.1
58	Fujifilm	67.1
59	Hugo Boss	67.0
60	Unilever	67.0
61	Panasonic	66.9
62	Levi Strauss & Co.	66.9
63	Visa	66.8
64	L'Oréal	66.8
65	Hitachi	66.8
66	Air France-KLM	66.8
67	Hilton Worldwide	66.8
68	LinkedIn	66.6
69	Giorgio Armani	66.5
70	General Electric	66.4
71	Xerox	66.4
72	Electrolux	66.4
73	Nissan Motor	66.3
74	Ford	66.1
75	Ralph Lauren Corporation	66.0

Rank	Company	2017 CSR RepTrak®
76	LG Corporation	65.9
77	eBay	65.9
78	Delta Air Lines	65.8
79	PSA Peugeot-Citroën	65.7
80	ING	65.6
81	Nestlé	65.6
82	UPS	65.6
83	Ericsson	65.5
84	Groupe Renault	65.3
85	Toshiba	65.3
86	Fujitsu	65.2
87	Nike, Inc.	65.2
88	Nokia	65.1
89	Samsung Electronics	64.5
90	American Express	64.2
91	The Coca-Cola Company	64.2
92	Hyundai	63.9
93	Sharp	63.9
94	Bacardi	63.9
95	Starbucks Coffee Company	63.6
96	PepsiCo	63.4
97	General Motors	63.3
98	Fiat Chrysler Automobiles	63.2
99	Zara	62.4
100	Volkswagen	58.7

Top Company in CSR across the Major Markets



Why the top companies have a strong CSR Index?

Rank	Company	2017 CSR RepTrak®
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4	The Walt Disney Company	73.5
5	BMW Group	71.5
6	Intel	71.1
7	Robert Bosch	71.0
8	Cisco Systems	71.0
9	Rolls-Royce Aerospace	70.7
10	Colgate-Palmolive	70.4
11	Barilla	70.0



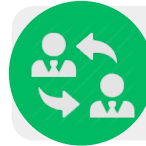
Leadership actively engaged in CSR



CSR aligns with corporate brand purpose



CSR agenda is about action, not just about rhetoric



CSR drives internal and external engagement



CSR focus on human and social interest

1. Leadership actively engaged in CSR



Google

Although he's private, Pichai is willing to speak out about certain causes that he believes in. Following some of Donald Trump's comments about immigration, he wrote a public post expressing his views: "Let's not let fear defeat our values. We must support Muslim and other minority communities in the US and around the world."



Flickr/Maurizio Pesce

LEGO



Microsoft

Letter From The CEO

At Microsoft, our mission is to empower every person and every organization on the planet to achieve more. We also care deeply about how we achieve that mission and our lasting impact on the world and the communities where we operate.

Sincerely,
Satya Nadella
Chief Executive Officer





2. CSR aligns with corporate brand purpose

LEGO

How Lego Rebuilt Itself As A Purposeful And Sustainable Brand



Simon Mainwaring, CONTRIBUTOR
 I write about social media and marketing. [FULL BIO](#) ✓
Opinions expressed by Forbes Contributors are their own.



Photographer: Chris Ratcliffe/Bloomberg

The Walt Disney Company

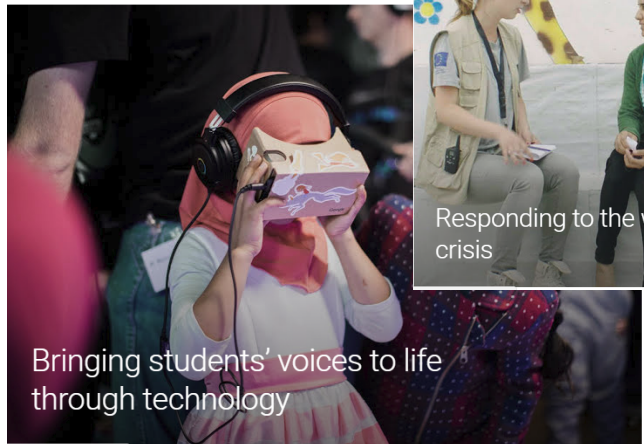


Mission	Purpose
What we do	Why we do it
Operating a business	Sharing a dream
Strategic	Cultural
Motivational	Aspirational (True North)
Creates “buy-in”	Instills “ownership”
Provides focus	Fuels passion
Building a company	Building a community
Laying bricks	Building cathedrals
Parking cars	Creating happiness



3. CSR Agenda is About Action, not Just Rhetoric

Google's values in action



Bringing students' voices to life through technology



Responding to the world's refugee crisis



Oral Health Month

Colgate-Palmolive CSR action plan



Colgate Women's Games

4. CSR Drives Internal and External Engagement



BMW Employee Charity Event



Barilla Employee Volunteer Group

VOLUNTEER GROUP, THE BARILLA ANGELS, HELP PROVIDE NATURAL DISASTER RELIEF TO SURVIVORS



Bosch CSR initiative Primavera



An aid project set up by Grupo Primavera in Campinas, Brazil, in 1990 marked the start of an initiative by Bosch associates. Since then, the initiative has spread to many other Bosch Group locations including India, China, Mexico, Malaysia, and the Philippines, with a range of projects designed to help children. Current and former Bosch Group associates work within the organization to provide support for children who live in slums, thereby opening up new opportunities for them. All these associates are volunteers, which ensures that 100 percent of all donations go directly to the projects.

[Primavera e.V. – Helping children in need >](#)

5. CSR Focus on Human and Social Interest



BMW Group Social Commitment

☰ OUR SOCIAL COMMITMENT.

We regard social commitment as a crucial basis for our successful global operations. We aim to use our know-how and experience to contribute to social peace – and stable economic development.

Cisco and women empowerment



Intel's commitment to education and innovation

A LEGACY OF SUPPORTING BRIGHT YOUNG MINDS

Established in 1988, the Intel Foundation has a strong history of championing learning across disciplines and communities.

"Our approach to inspiring invention, creativity, and innovation is consistent with Intel's own roots and provides us the opportunity for impact at the local and community levels. We focus our efforts directly on encouraging all young people, especially girls, and underrepresented minorities, to become leaders in the industries of the future."

—Roz Hudnell, President of the Intel Foundation and Director of Corporate Affairs

Intel Invests in Our Communities



**INTEL SUPPORTING LOCAL SCHOOLS,
NONPROFITS, AND EDUCATION**



Company CSR Spotlight

LEGO: Global Leader in Corporate Social Responsibility

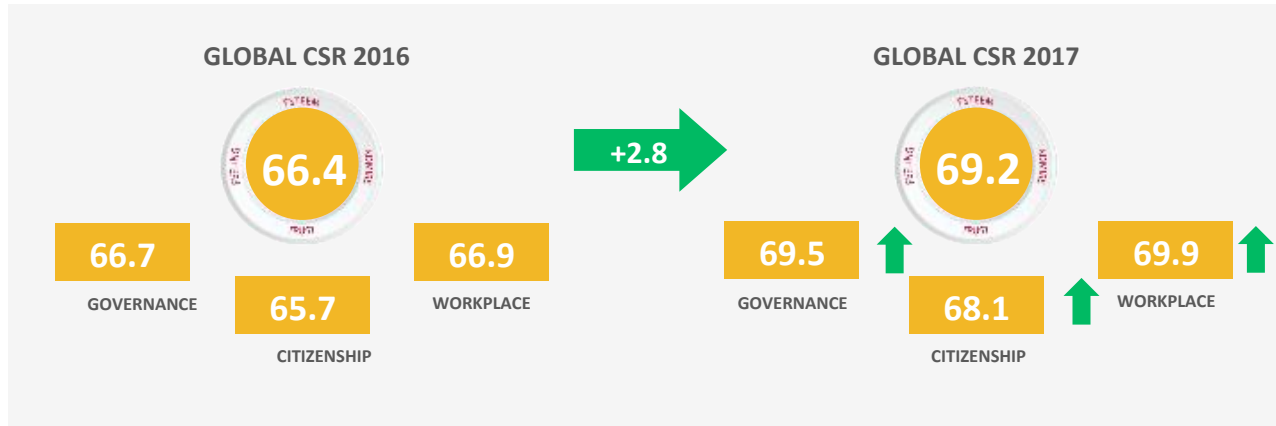
CSR Index = 74.4

CSR ATTRIBUTES	WEIGHT	SCORE	RANK IN ATTRIBUTE
Has a positive influence on society	5.4%	77.7	#3
Behaves ethically	4.8%	74.9	#1
Is fair in the way it does business	4.7%	75.2	#1
Is open & transparent about the way it operates	4.3%	73.1	#1
Acts responsibly to protect the environment	3.9%	71.9	#1
Supports good causes	3.8%	73.5	#1
Demonstrates concern for employees	3.6%	72.9	#2
Rewards employees fairly	3.5%	72.6	#2
Equal opportunities in the workplace	3.3%	73.7	#2

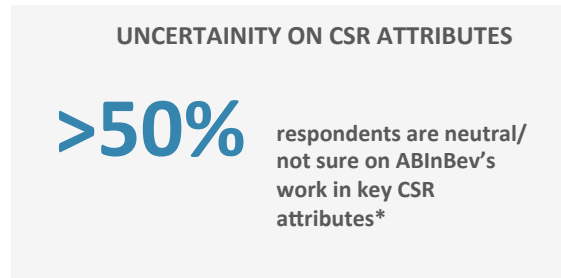
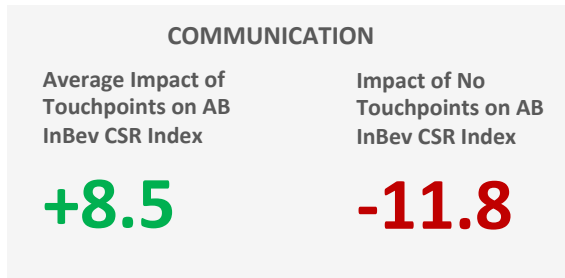
- LEGO tops the Global CSR list in 2017 with a strong score of 74.4
- LEGO saw a slight increase since 2017, while a lot of the CSR top runners saw a significant decline
- LEGO’s sustainability investments and partnerships rank the company at the top across all of the CSR attributes, especially when it comes to governance, the key CSR driver



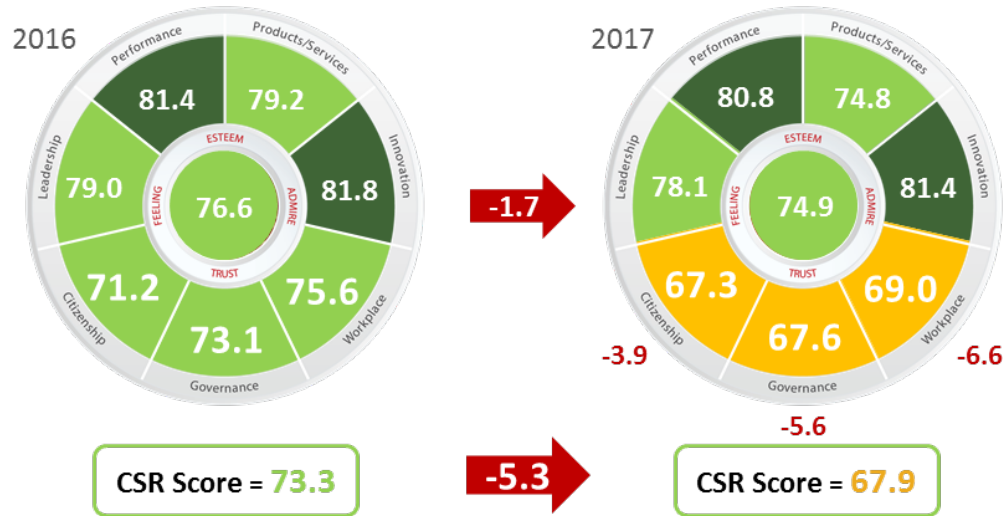
AB InBev: Growing the Potential to be a Leader in CSR



- In 2017 ABInBev sees a significant increase in its CSR Index -- as well as through all of the related CSR dimensions
- ABInBev has the opportunity to move its average CSR Index into the strong range by increasing communication around its initiatives (e.g. smart drinking, water conservation; celebrating local heritage and culture)
- It could further improve by engaging “fencesitters”



Apple: Fast Losing Traction in CSR

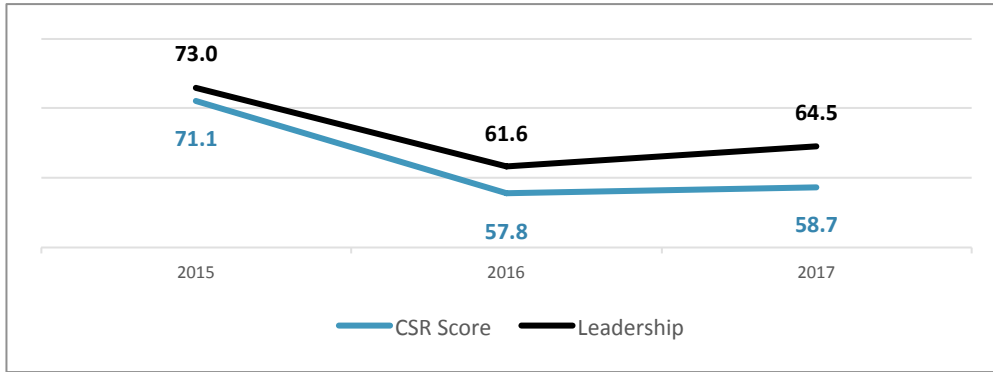


- Following the San Bernardino incident in 2016, Apple had one of the largest CSR Index drops year on year
- Apple's closed off approach prevents the general public from learning about Apple's work beyond their products

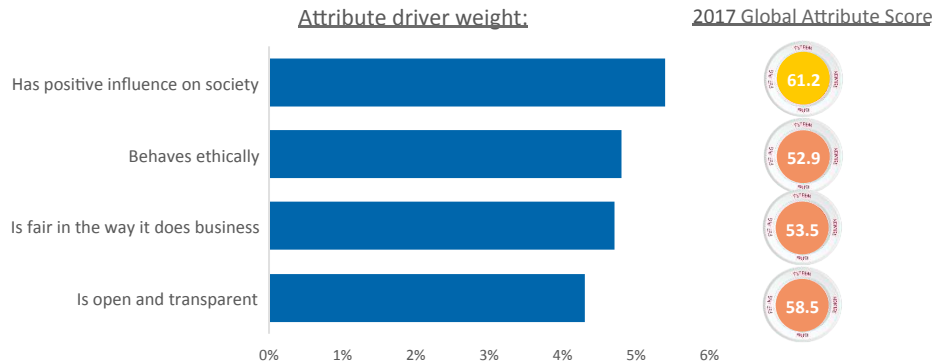
DIMENSION	2016 % Neutral/Not Sure	2017 % Neutral/Not Sure
GOVERNANCE	41%	52%
CITIZENSHIP	48%	56%
WORKPLACE	43%	61%

55% respondents are neutral/not sure on whether Apple welcomes open discussion on its activities

Volkswagen: Is Still in the CSR “Sin Bin” Post the Cheat Device Scandal



- Since 2015 Volkswagen’s CSR Index has dropped by 13 points since being named the most sustainable car brand in the world pre-Cheat Device scandal
- Along with the drop in governance and citizenship, Volkswagen's leadership score saw a significant drop as well – the scandal revealed flaws in the company’s CSR agenda, leadership, and culture
- In 2017, Volkswagen still has overall weak scores in the key CSR attributes



Unilever: Talking About CSR, but Not Getting the Credit

AGGRESSIVE CSR NARRATIVE



VS.

WHAT THE PUBLIC THINKS

Expressiveness	Neutral/Not Sure
Welcomes open discussion with outside audiences about its activities	62%
Communicates often	57%
Provides sufficient information about its activities	56%
Delivers on promise	52%
Appears genuine about what it says and stands for	49%

67.0

Unilever has an average reputation

60th

in the Global CSR ranking



Not easy to breakthrough and create belief

Questions?

At Reputation Institute we Practice what we Preach



STAND UP TO CANCER
Donations - \$6,950



Key Contacts For More Information About Reputation Institute



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Phone: +1 617-733-8875



Thank you

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2	Microsoft	74.1	-1.0
3	Google	73.9	-1.5
4	The Walt Disney Company	73.5	-1.2
5	BMW Group	71.5	-2.4
6	Intel	71.1	-1.7
7	Robert Bosch	71.0	1.4
8	Cisco Systems	71.0	1.8
9	Rolls-Royce Aerospace	70.7	-2.4
10	Colgate-Palmolive	70.4	1.1
11	Barilla	70.0	2.8
12	SAP	69.8	2.2
13	IKEA Group	69.7	-0.2
14	Rolex	69.7	-3.3
15	Michelin	69.7	-1.7
16	Sony	69.6	-1.8
17	IBM	69.4	1.1
18	adidas	69.3	-1.9
19	3M	69.3	0.7
20	BBC	69.3	1.1
21	Campbell Soup Company	69.2	2.5
22	Anheuser-Busch InBev	69.2	2.8
23	Canon	69.2	-3.3
24	Toyota	69.1	0.2
25	Danone	69.0	0.3

Rank	Company	2017 CSR RepTrak®	△
26	Siemens	68.9	1.5
27	Ferrero	68.9	-2.4
28	Caterpillar	68.8	1.7
29	Airbus	68.8	1.3
30	Virgin Group	68.8	N/A
31	HP Inc.	68.8	0.2
32	Pirelli	68.7	0.7
33	Philips Electronics	68.6	-0.4
34	Johnson & Johnson	68.6	-3.1
35	Daimler	68.6	-4.7
36	The Estée Lauder Companies	68.5	2.0
37	Honda Motor	68.4	0.9
38	Whirlpool	68.4	0.1
39	Oracle	68.3	0.6
40	Emirates	68.3	N/A
41	British Airways	68.1	N/A
42	Goodyear	68.1	0.0
43	FedEx	68.1	1.5
44	Boeing	68.0	0.9
45	DHL	68.0	N/A
46	The Kraft Heinz Company	68.0	1.9
47	Bridgestone	68.0	-0.8
48	Nintendo	68.0	-2.8
49	Apple	67.9	-5.3
50	Procter & Gamble	67.9	0.7

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52	Hershey Company	67.9	-0.3
53	Mastercard	67.4	0.0
54	Heineken	67.3	1.4
55	Netflix	67.3	N/A
56	Dell	67.1	-0.2
57	Amazon.com	67.1	-0.3
58	Fujifilm	67.1	0.9
59	Hugo Boss	67.0	-1.0
60	Unilever	67.0	1.2
61	Panasonic	66.9	-1.6
62	Levi Strauss & Co.	66.9	-0.5
63	Visa	66.8	-2.0
64	L'Oréal	66.8	-1.2
65	Hitachi	66.8	1.8
66	Air France-KLM	66.8	N/A
67	Hilton Worldwide	66.8	0.6
68	LinkedIn	66.6	1.7
69	Giorgio Armani	66.5	-1.6
70	General Electric	66.4	-0.1
71	Xerox	66.4	-1.1
72	Electrolux	66.4	-0.6
73	Nissan Motor	66.3	N/A
74	Ford	66.1	1.1
75	Ralph Lauren Corporation	66.0	0.1

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76	LG Corporation	65.9	-1.8
77	eBay	65.9	-0.9
78	Delta Air Lines	65.8	1.6
79	PSA Peugeot-Citroën	65.7	N/A
80	ING	65.6	1.1
81	Nestlé	65.6	-4.4
82	UPS	65.6	1.0
83	Ericsson	65.5	0.5
84	Groupe Renault	65.3	1.2
85	Toshiba	65.3	0.4
86	Fujitsu	65.2	0.2
87	Nike, Inc.	65.2	-4.2
88	Nokia	65.1	-0.7
89	Samsung Electronics	64.5	-5.3
90	American Express	64.2	N/A
91	The Coca-Cola Company	64.2	-2.6
92	Hyundai	63.9	1.3
93	Sharp	63.9	-1.3
94	Bacardi	63.9	-1.4
95	Starbucks Coffee Company	63.6	-2.0
96	PepsiCo	63.4	-1.3
97	General Motors	63.3	-0.3
98	Fiat Chrysler Automobiles	63.2	N/A
99	Zara	62.4	N/A
100	Volkswagen	58.7	-8.2