

# *Raising the Stakes on Corporate Responsibility*

Global & French CR RepTrak® 100

25 October, 2018



# Focus For Today

---



- Methodology
- Setting the Scene
- CR Matters
- Digging Deeper
- France CR RepTrak® 50
- Company Spotlights and Case Study
- Summary

# Reputation Institute

“Global leader in reputation intelligence.”

- Founded in 1997 we have been measuring reputation for more than 20 years
- We measures more than 7,000 companies per year, across 40 countries, 25 different industries and over 1,000,000 ratings annually
- We help organizations answer the following three key questions:
  - What is my reputation and how does it compare?
  - How can I improve and protect my reputation?
  - What is the business impact of better managing my reputation?



# Unleashing Reputation Intelligence



*Identifying the what,  
why, and how to  
optimally navigate the  
reputation economy*

# Gauging Reputation and CR: RepTrak®

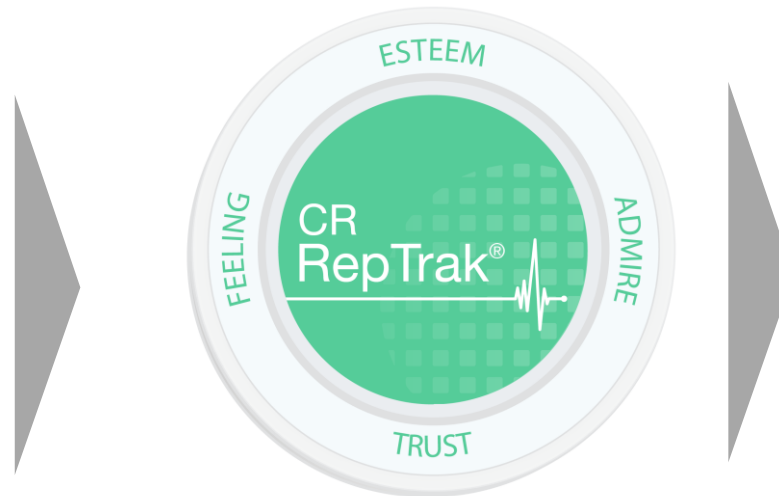
## THINK

### REPTRAK® DIMENSIONS Cognitive Consideration

PRODUCTS & SERVICES
INNOVATION
WORKPLACE
GOVERNANCE
CITIZENSHIP
LEADERSHIP
PERFORMANCE

## FEEL

### REPTRAK® PULSE Emotional Connection



## DO

### BEHAVIORIAL INTENTIONS Reputation Outcome

PURCHASE	<b>+9.4%</b>
ADVOCATE FOR	<b>+11.1%</b>
ACCEPT	<b>+8.6%</b>
DEFEND	<b>+7.2%</b>
WORK FOR	<b>+8.1%</b>
INVEST IN	<b>+7.7%</b>

# RepTrak® CR Index

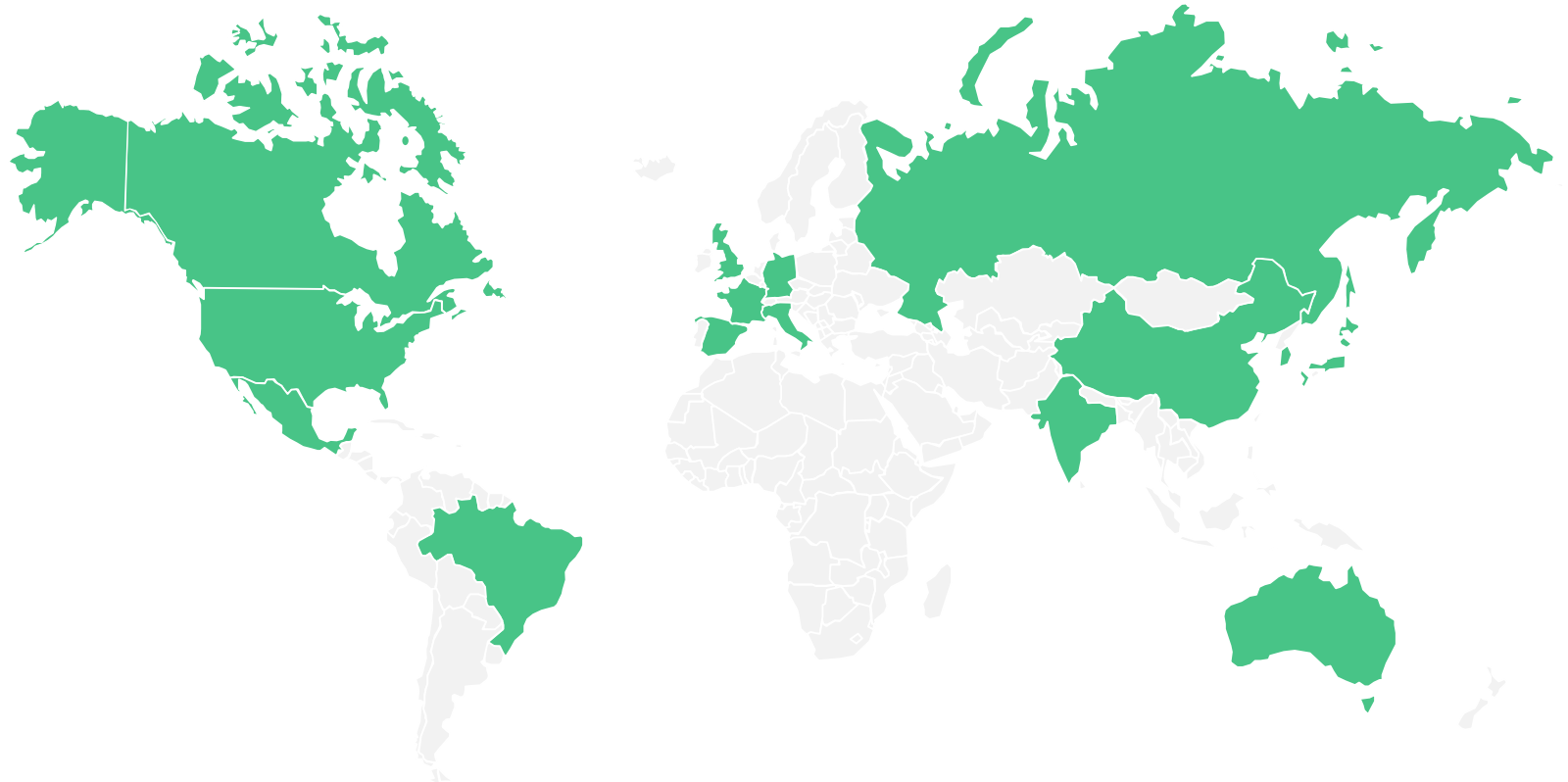
CR RepTrak® reflects performance in Citizenship, Governance and Workplace dimensions



# Measuring Across the G15: Global CR RepTrak®



AUSTRALIA • BRAZIL • CANADA • CHINA • FRANCE • GERMANY •  
INDIA • ITALY • JAPAN • MEXICO • RUSSIA • SOUTH KOREA • SPAIN •  
THE UNITED KINGDOM • THE UNITED STATES



# Global and France CR RepTrak®



230,000+

Individual ratings

140+

Nominated Companies

Informed  
General Public

Somewhat or very familiar with  
company evaluated

2 months

January-February 2018



38,000+

Individual ratings

80+

Nominated Companies

Informed  
General Public

Somewhat or very familiar with  
company evaluated

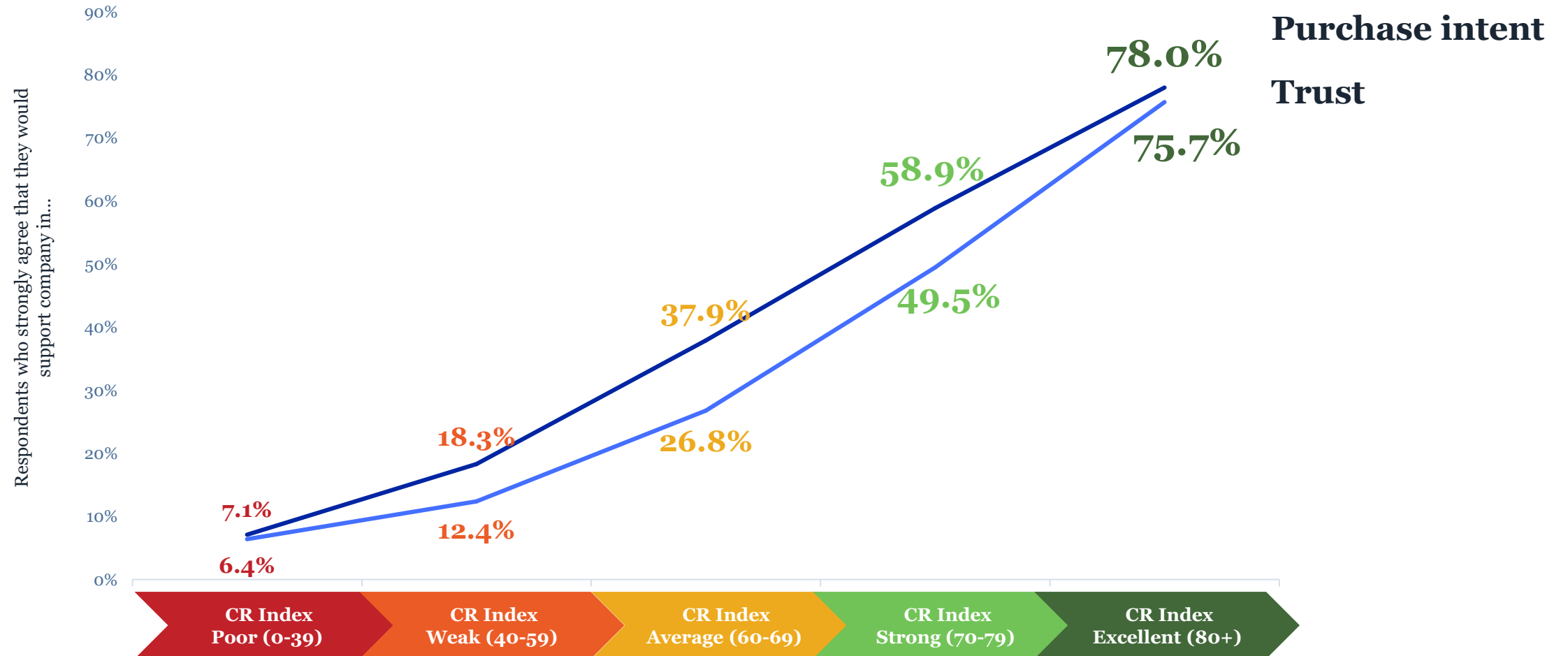
2 months

January-February 2018

“*The largest normative  
database on CR and  
reputation in the world.*”



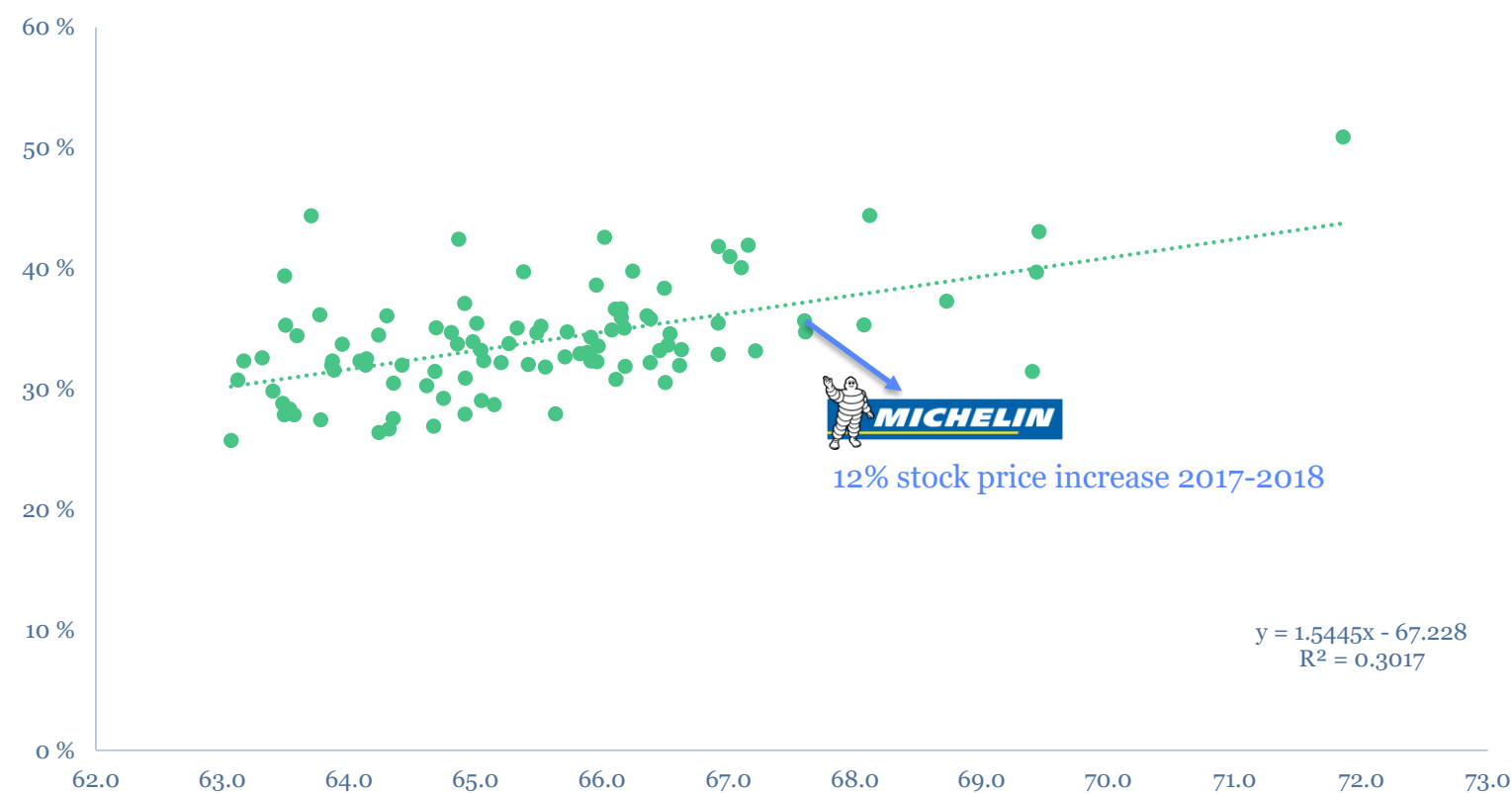
# Excellent CR Translates Into More Support



# CR Impacts Business Results



Relationship Between CR and Willingness to Invest



Companies with high CR scores gain financial results that drive business

A 5 pt. increase in CR score yields a 7.7% increase in willingness to invest in company

Significant difference > 0.8

# The Virtuous Cycle of Positive Impact

---

## Impact on Society



Positive impact on society  
Lead causes  
Save lives  
Increase employment  
Increase healthy behaviors  
Develop literacy



## Impact on Business



Purchase intent  
Employer of choice  
Investment in company  
Increase in advocacy  
Mitigate risk  
Build trust

# Virtuous Cycle of Impact: AB InBev

---

## Impact on Society



- Reduce harmful use of alcohol by 10% by 2020
- Influence social norms & individual behaviors
- Ensure no-or lower-alcohol beer products to represent 20% of AB InBev's beer volume by 2025



## Impact on Business



- 5.1% revenue growth
- 191 beer awards globally
- 16.8% combined global brand revenue growth
- 500 brands around the world

# Setting the Scene: *Understanding the World of Corporate Responsibility*

# How Will Your Company be Judged?



# Evolution of “CSR” Concept

---



**Initially Environmental:** Focus on the environment (carbon footprint, recycling)



**Inclusive of humanity:** Expansion to philanthropy, community giving and volunteering



**Add of social responsibility:** Business self-regulation, through environmental impact, ethical behavior: CSR as an economic multiplier and business generator



**Balancing business and social:** Companies to serve a social purpose; deliver on SDGs, have business, employer, and social impact; fiscal & long-term sustainability



CSR definition no longer right

# A New Era of Corporate Responsibility





# Time of New Expectations and Delivery

---

“*Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society.*”

Larry Fink,  
Chairman and CEO, Blackrock  
2018 Letter to CEO's



- Focus on economic, environmental and social factors relevant to the companies' success
- Increased in sustainable business practices, -- more companies want their efforts assessed

# Corporate Responsibility: A Reality & A Must

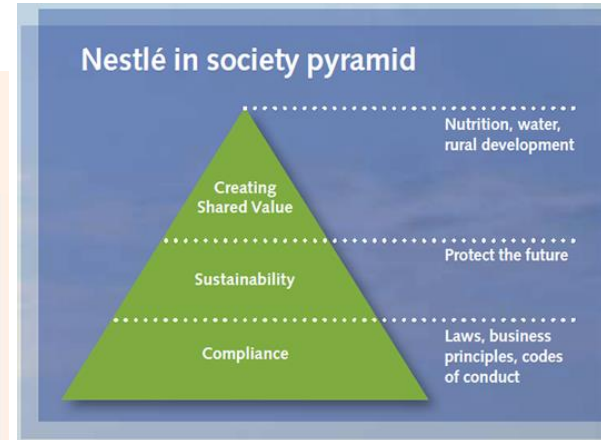


## Adidas vows to use only recycled plastics by 2024

Sportswear brand plans to stop using virgin polyester for all shoes and clothing



## Google, Facebook, and other big tech companies plan to lobby for 'Dreamers' to stay in the US



## Global Drinks Brands Bacardi, Chivas Brothers, And Diageo Go 'Green' With New Initiatives



Society demands that companies are responsible and invest in society: in 2018 CR is the way companies help the world



The reputation bubble  
has burst vs. 2017

95% of companies  
saw their reputation  
decline in 2018



# CR Impact 2018: Global CR RepTrak® 100



The reputation bubble  
has burst vs. 2017

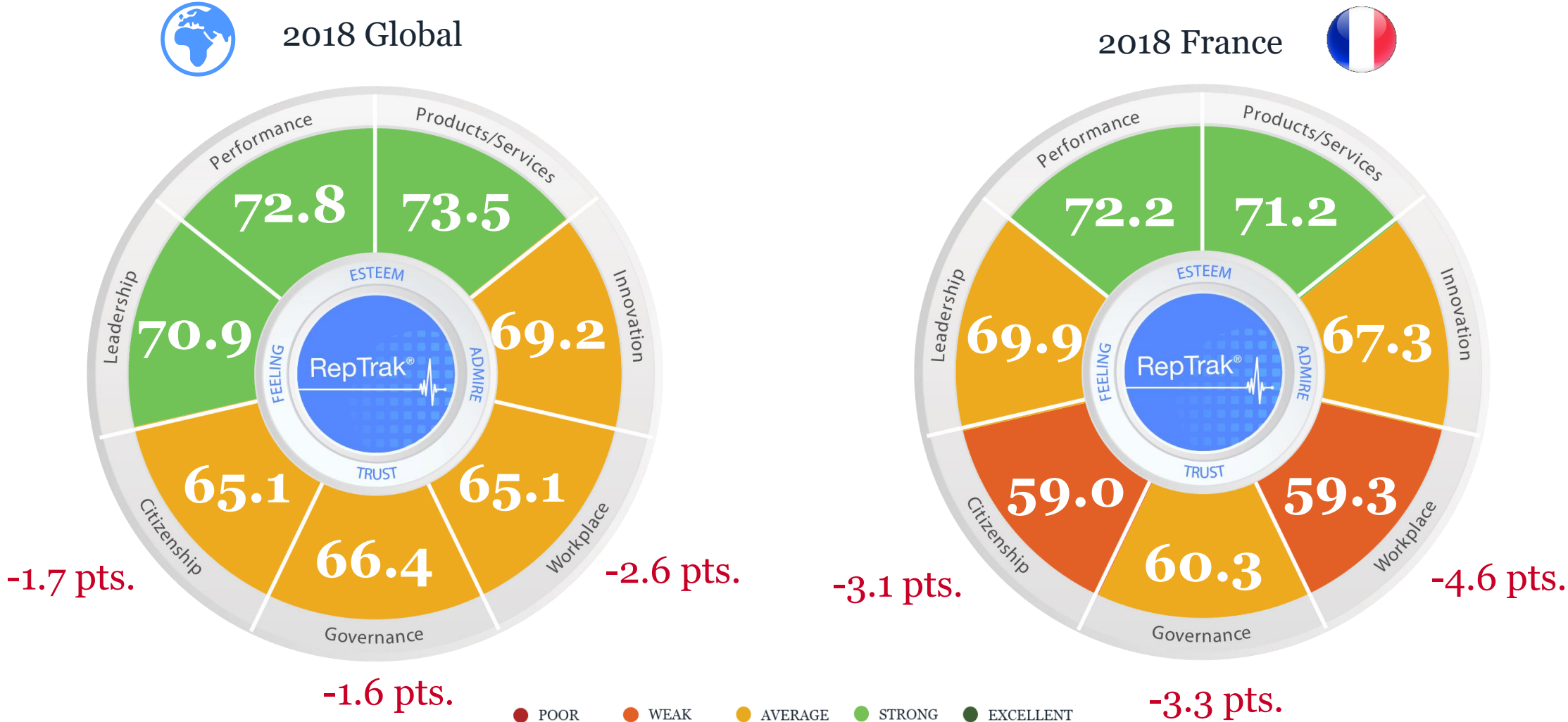
-1.4 pts

The decline in CR vs. 2017 is  
1.5x the decline in reputation

-2.1 pts

Significant difference > 0.7

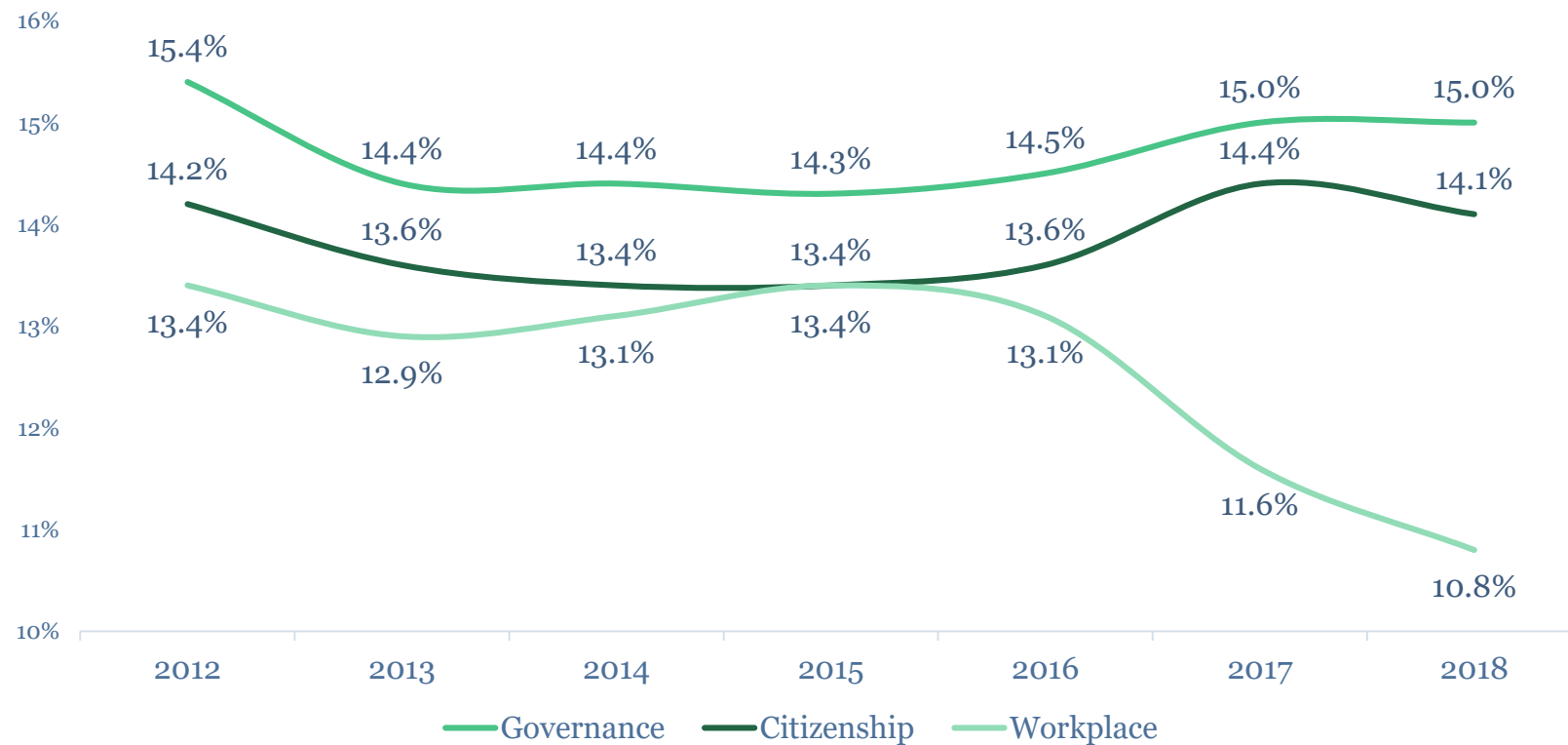
# Decline Across All 3 Dimensions






# Governance & Citizenship Maintain Importance

CR Dimension Importance Over Time (Global)



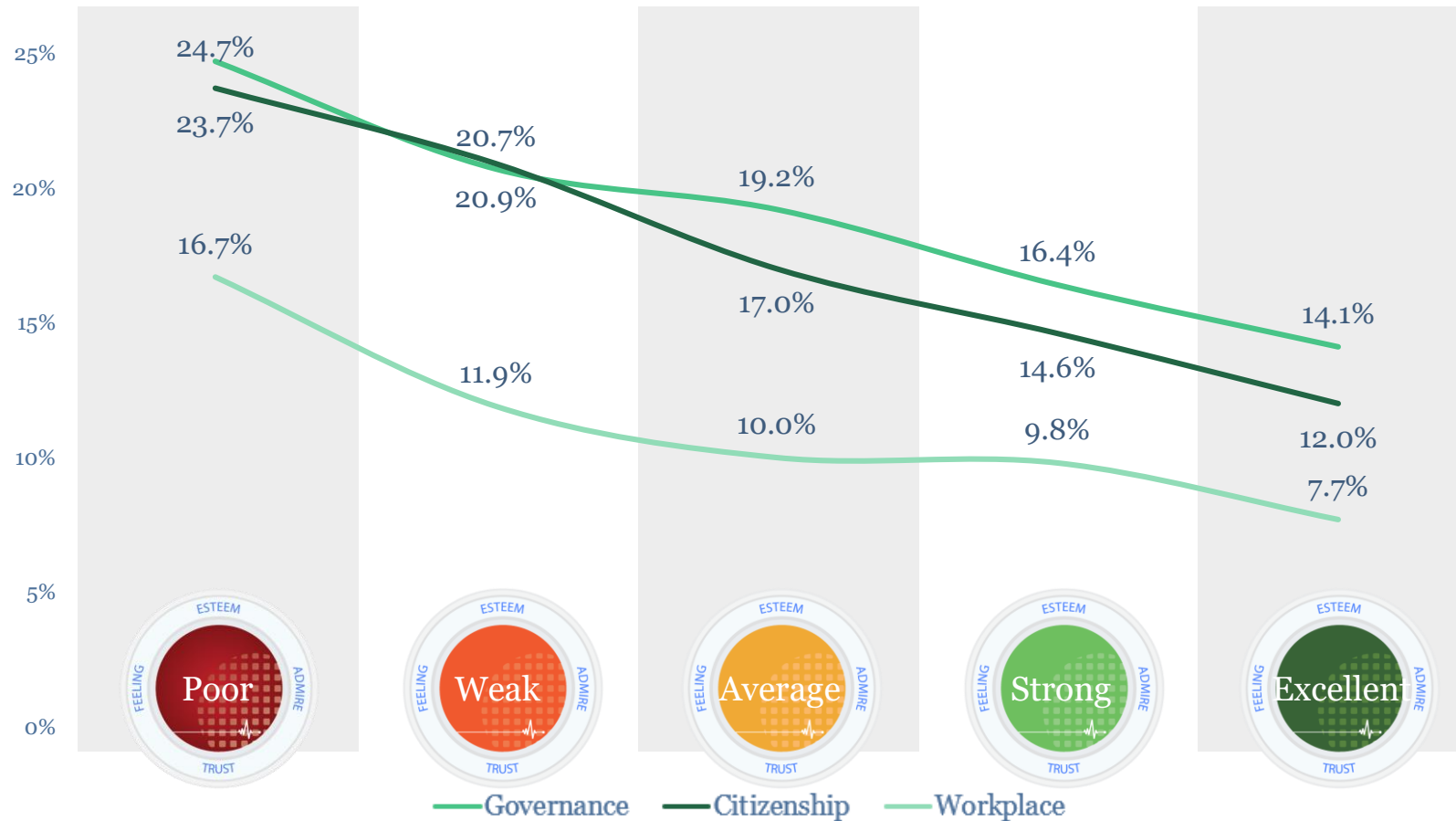
Globally, the importance of Governance and Citizenship remains stable in 2018 with 15.0% and 14.1% weight respectively

On the other hand, the importance of workplace declined by 0.8% and is now at 10.8%

 We see similar trends in France, where Governance and Citizenship remain predominantly stable with 15.9% and 15.4% weight respectively; while Workplace declines to 11.9%

# And Are More Important the Lower the Reputation

Dimension Importance by Reputation (Pulse) Range



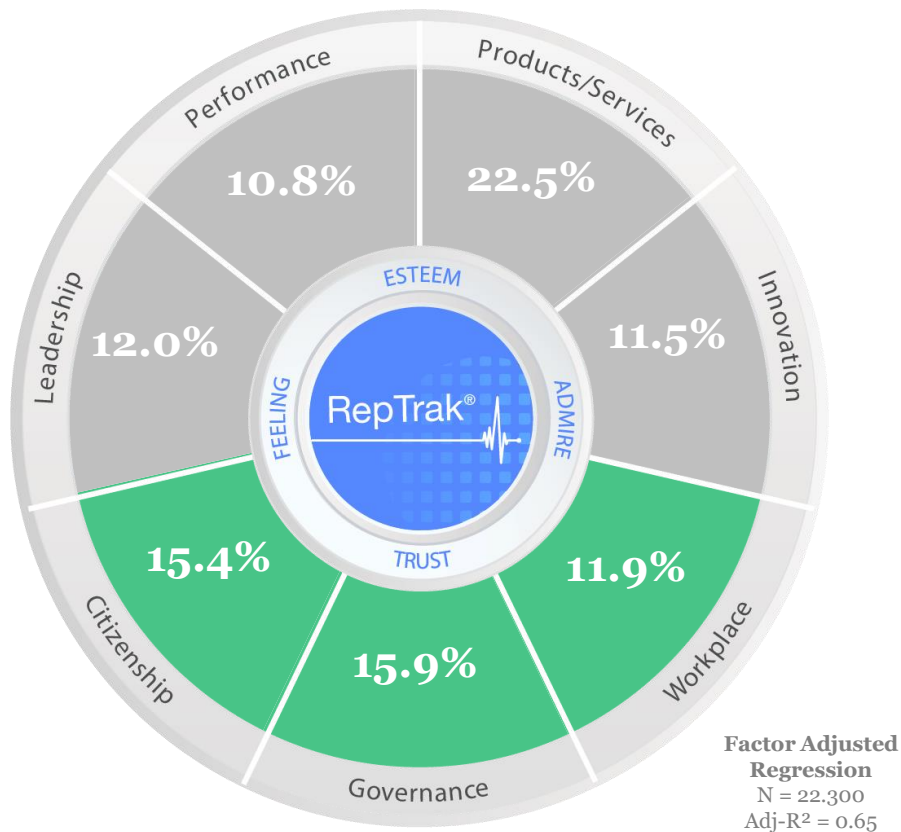
CR dimensions are 3 most important drivers among companies with a poor reputation; and are among the key drivers for companies with weak to strong reputations.

Only when a company reaches an excellent reputation, and delivered on CR that other dimensions such as products, performance and leadership emerge as key focus areas.

# Lowest Scores in CR Dimensions

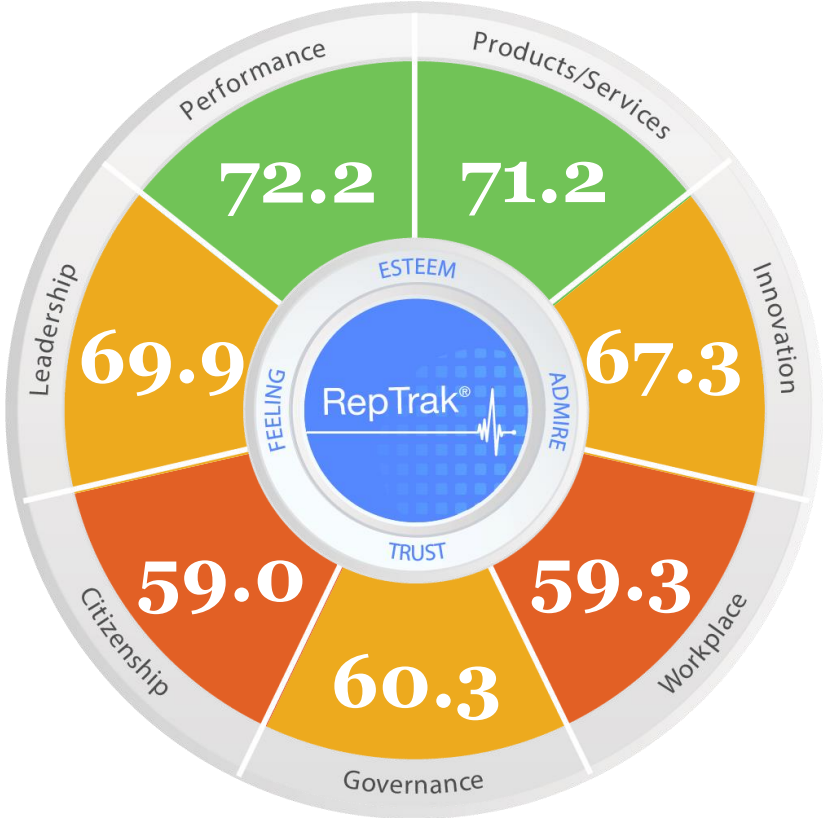


2018 France



43.2%

2018 France



● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT



# Digging Deeper Into the CR Dimensions

Global 

France 

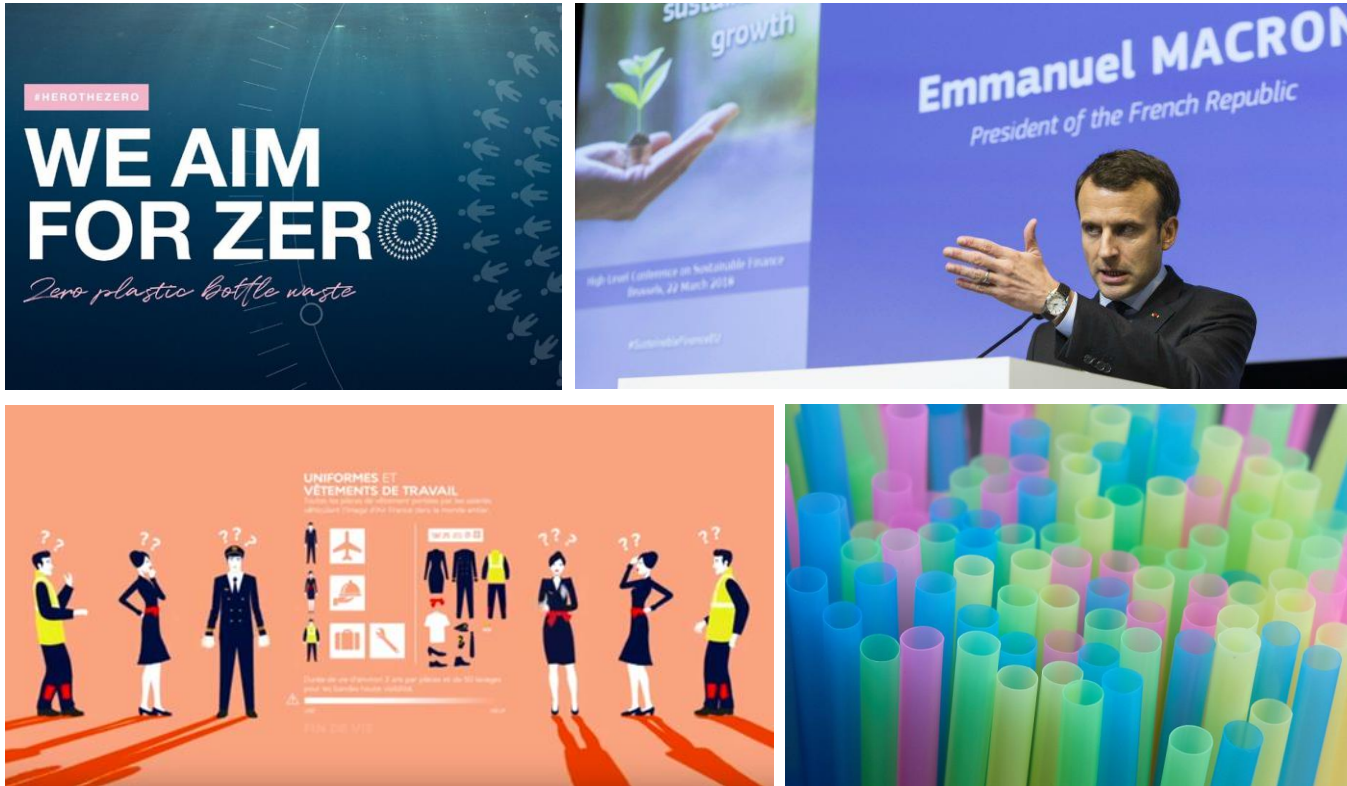
Dimension	Attribute	2018 Weight	Change vs. 2017	2018 Weight	Change vs. 2017
GOVERNANCE	<b>Ethical</b>	<b>4.8%</b>	-	<b>5.4%</b>	↑
	<b>Fair in doing business</b>	<b>4.7%</b>	-	<b>4.9%</b>	↑
	Open and transparent	4.3%	-	4.5%	-
CITIZENSHIP	<b>Positive influence on society</b>	<b>5.5%</b>	↑	<b>6.2%</b>	↑
	Environmentally conscious	3.8%	-	4.1%	↓
	Supports good causes	3.7%	↓	3.9%	↓
WORKPLACE	Rewards employees fairly	3.1%	↓	3.7%	-
	Concerned for employee well-being	3.4%	↓	3.6%	↓
	Equal Opportunity workplace	3.2%	↓	4.0%	↓

Majority of the top drivers belong to the governance dimension, showcasing the importance of trust

# *CR Matters: Impact and Outcomes*

# *Digging Deeper: Winning on CR*

# Corporate Responsibility in EU and France



Delivering on SDGs and sustainable social, economic responsibility have been a long-term reality in the EU and France



# News That Marked CR in 2017 In France

## M Planète

PLANÈTE Contaminations Climat Énergies Biodiversité Santé-environnement Agriculture & A

ÉDITION  
ABONNÉS

ARTICLE SÉLECTIONNÉ DANS LA MATINALE DU 07/08/2017 > Découvrir l'application

### Les œufs contaminés au fipronil, nouveau scandale en Europe

Partie de Belgique et des Pays-Bas, l'affaire touche désormais l'Allemagne, la Suisse, la Suède, le Royaume-Uni et la France.

LE MONDE | 08.08.2017 à 06h34 • Mis à jour le 10.08.2017 à 16h53 |

Par Stéphane Foucart

Abonnez vous à partir de 1 € Réagir Ajouter Partager (569) Tweeter



## l'express

Rechercher

ACTUALITÉ ÉCONOMIE FINANCES PERSO ENTREPRISE EMPLOI STYLES TENDANCES VIDÉOS CODES PROMO

JE MONDE SOCIÉTÉ SPORT CULTURE SCIENCES MÉDIAS ÉDUCATION HIGH TECH REGIONS L'EXPRESS CANADA IMMOBILIER BLOGS

ACTUALITÉ

### Salmonelle: Bercy étend le rappel, plus de 600 lots de produits Lactalis concernés

Par L'EXPRESS.fr avec AFP.

publié le 10/12/2017 à 11:22, mis à jour le 12/12/2017 à 10:33



france  
inter

DOSSIER HARCELEMENT SEXUEL

## M PIXELS

CHRONIQUES  
DES RÉVOLUTIONS NUMÉRIQUES



ARTICLE SÉLECTIONNÉ DANS LA MATINALE DU 13/05/2017 > Découvrir l'application

Cyberattaque : ce que l'on sait de WannaCry, le logiciel de racket qui a touché des dizaines de pays

## L'USINE NOUVELLE

### Au One Planet Summit, 237 entreprises s'engagent à la transparence sur leur risques climatiques



## HUFFPOST

ÉCONOMIE 07/08/2017 07:41 CEST | Actualisé 09/08/2017 12:39 CEST

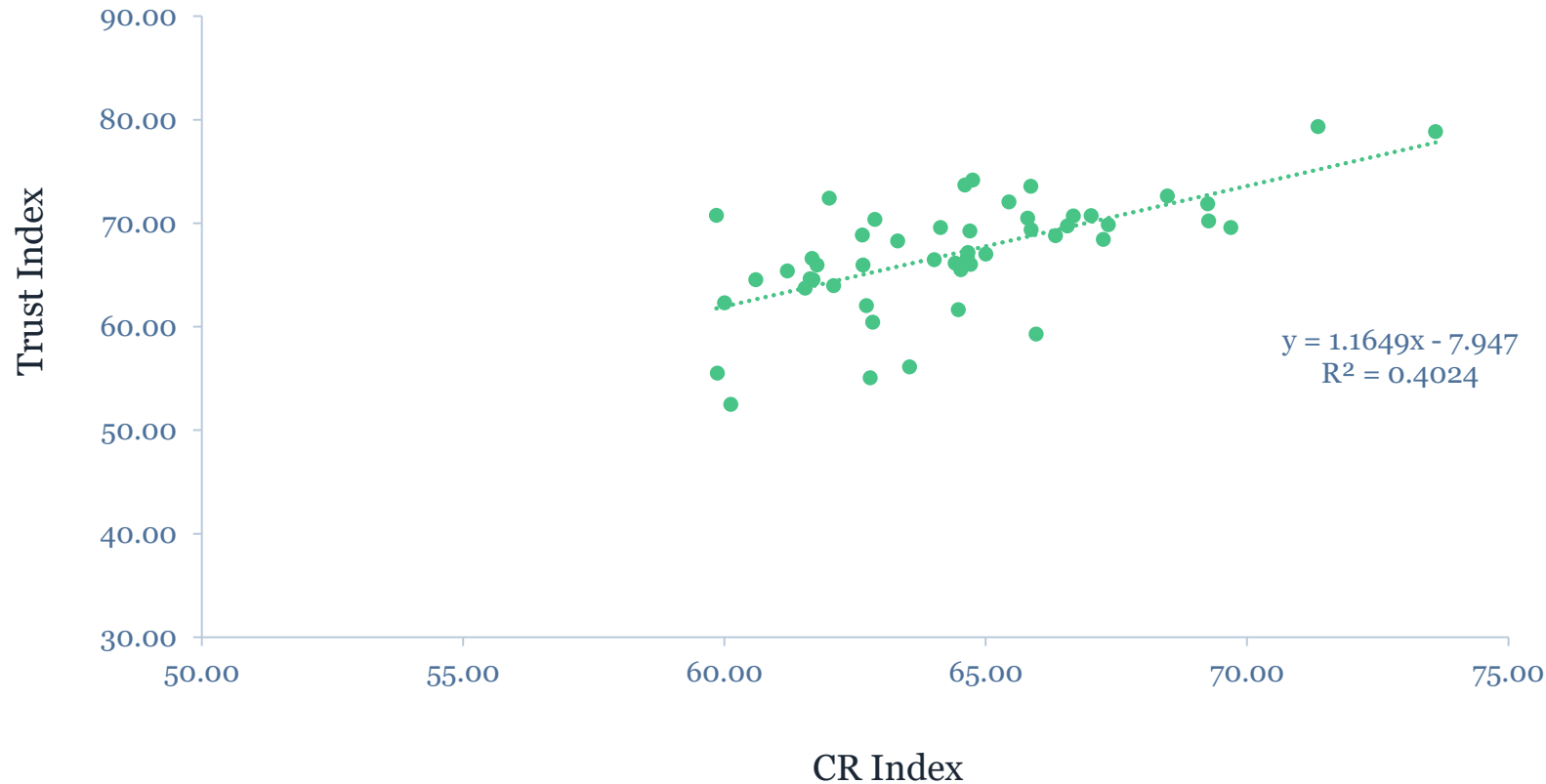
### États généraux de l'alimentation: 4 pistes pour sortir l'agriculture des crises à répétition

Les États généraux de l'alimentation doivent poser un nouveau diagnostic.



# 1. Connection Between Trust & CR Yet to Be Established

**Relationship Between CR & Trust Index**



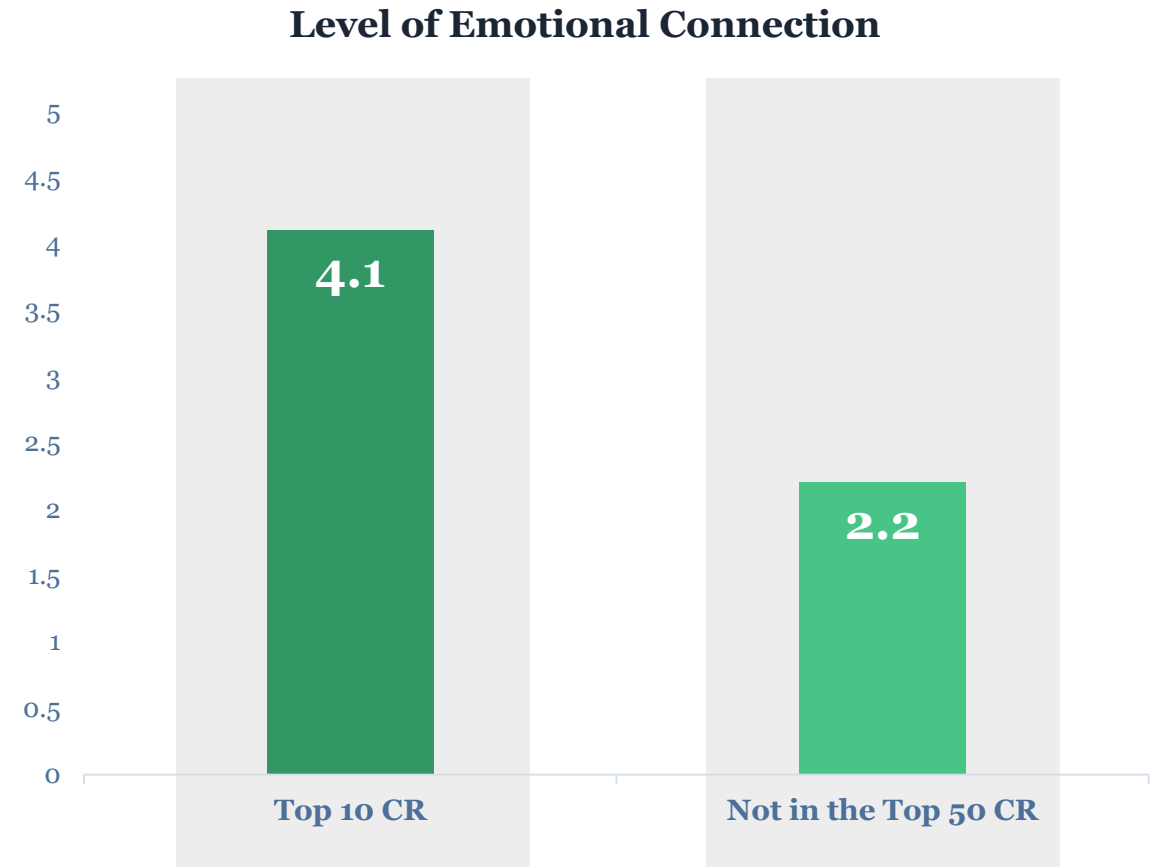
Delivering on CR sets the foundation for trust

Companies in the **Top 50 CR** have a **2.7 pts higher trust** than CR

## 2. Elevates Emotional Connection



- Companies in the CR Top 10 have a stronger emotional connection (reputation pulse) compared to their scores on the rational dimensions: **+4.1 points**
- The companies in the Top 50 have a **2x** stronger emotional connection than those companies that didn't make it in the Top 50



Significant difference > 0.8

# 3. Communication, Communication, Communication

## CR Through Corporate Purpose

### Top 10 Companies in CR

**28%** of respondents strongly agree that the companies **appear genuine** in what they do and say

**22%** of respondents strongly agree that the companies **communicate in a relevant manner**



**Opportunity to speak about purpose and communicate with stakeholders – over 60% of respondents are not sure or ambivalent**

To align corporate responsibility perception with reality, companies must speak to their corporate narrative

With levels of uncertain respondents going to 60%, companies must communicate in a relevant and genuine manner to tell their story and impact – both social and on their business



# 4. Leadership that Leads With Responsibility



- Globally, companies within the CR Top 10 have CEOs who are seen as CEOs who are responsible, behave ethically and care about social causes – their responsibility score is **5.0 points** higher than the companies that didn't make it in the CR RepTrak Top 100 ranking
- In France, companies in the **Top 10 in CR** have a **strong leadership score**, while those who didn't make the Top 50 rank have an average leadership, **10.5 points lower** than those on top

**Leadership Score for Top 10 vs Not in Top 50**



**Not in Top 50**

**Top 10**

● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

# Leaders Make a Difference

## Being The Change

### Le rapport Senard-Notat veut réconcilier l'entreprise et la société

Nicole Notat et Jean-Dominique Senard ont présenté, vendredi, 14 recommandations pour mieux intégrer le social et l'environnement dans les problématiques des sociétés commerciales.

LE MONDE ECONOMIE | 09.03.2018 à 11h55 • Mis à jour le 09.03.2018 à 15h11 |

Par Elise Barthet

Abonnez vous à partir de 1 €

Réagir ★ Ajouter



Partager (50)

Tweeter



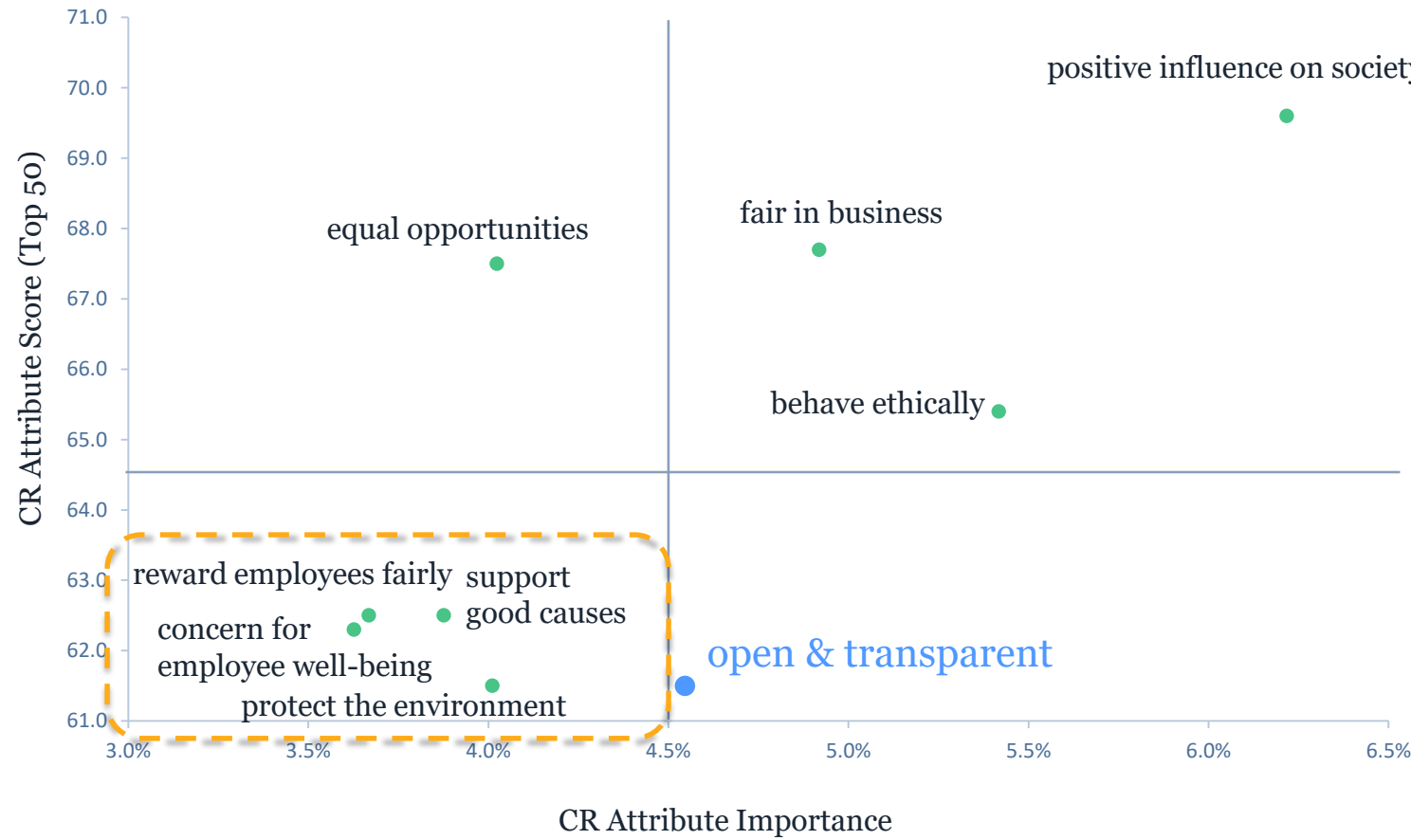
## Voicing Their Views on Critical Matters

### Isabelle Kocher : "Assumez qui vous êtes et ce que vous voulez"

Par Rédaction START | 12/12/2017 à 13:00, mis à jour le 12/12/2017



# 5. Work to Be Done in Corporate Responsibility



- In France, we see trends very similar to the global: average scores across all attributes and a lot of opportunity for improvement
- Key attribute that companies need to focus on is being **open & transparent**, which relates to the corporate purpose & CR alignment

*CR RepTrak® 100:  
How Companies Compare in 2018 in France*

# 2018 France CR RepTrak® Top 10 Companies



Rank		Home	2018	Score
1		France	<b>DECATHLON</b>	<b>73.6</b>
2	↑	Denmark		<b>71.4</b>
3	↑	United States		<b>69.7</b>
4	↓	France		<b>69.3</b>
5		United States	<small>NEW</small> <b>NETFLIX</b>	<b>69.3</b>
6		France		<b>68.5</b>
7	↑	United States		<b>67.3</b>
8	↑	Germany	<b>SIEMENS</b>	<b>67.3</b>
9	↑	Italy		<b>67.0</b>
10	↑	Japan	<b>Canon</b>	<b>66.7</b>



## Top 10

- Only 2 companies have a strong corporate responsibility score in France
- French company Decathlon maintains its position and ranks first in 2018, and 3 French companies in total make the Top 10 list
- Netflix is a new company to the list overall, while Google, Siemens, Barilla and Canon are new to the top 10
- BIC, Philips, Colgate-Palmolive, Metro AG, Rolex and Danone drop from the top 10

Significant difference > 0.8



# 2018 France CR RepTrak® 50



1 <b>DECATHLON</b> 73.6	2 ↑ <b>LEGO</b> 71.4	3 ↑ <b>Google</b> 69.7	4 ↓ <b>SEB</b> 69.3	NEW 5 <b>NETFLIX</b> 69.3	6 <b>MICHELIN</b> 68.5	7 ↑ <b>Whirlpool</b> 67.3	8 ↑ <b>SIEMENS</b> 67.3	9 ↑ <b>Barilla</b> 67.0	10 ↑ <b>Canon</b> 66.7
NEW 11 <b>ANDROS</b> 66.6	NEW 12 <b>Bonduelle</b> 66.3	NEW 13 <b>ENGIE</b> 66.0	14 ↑ <b>AIRBUS</b> 65.9	15 ↑ <b>BOSCH</b> 65.9	16 ↑ <b>GIORGIO ARMANI</b> 65.8	17 ↓ <b>BIC</b> 65.4	18 ↓ <b>DANONE</b> 65.0	19 ↑ <b>SONY</b> 64.8	NEW 20 <b>6 GROUPE</b> 64.7
21 ↑ <b>DELL</b> 64.7	22 ↑ <b>Electrolux</b> 64.7	23 ↑ <b>CHANEL</b> 64.7	24 ↑ <b>SAMSUNG</b> 64.6	25 ↓ <b>COLGATE-PALMOLIVE</b> 64.5	26 ↓ <b>MAIF</b> 64.5	27 ↑ <b>IKEA</b> 64.4	NEW 28 <b>picard</b> 64.1	29 ↑ <b>TOYOTA</b> 64.0	NEW 30 <b>radiofrance</b> 63.5
31 ↑ <b>Nestlé</b> 63.3	32 ↑ <b>Microsoft</b> 62.9	NEW 33 <b>Ford</b> 62.8	34 ↑ <b>Groupama</b> 62.8	NEW 35 <b>NOKIA</b> 62.7	36 ↑ <b>The Walt Disney Company</b> 62.7	NEW 37 <b>adidas</b> 62.6	NEW 38 <b>Kellogg's</b> 62.1	39 ↓ <b>PHILIPS</b> 62.0	40 ↑ <b>VISA</b> 61.8
NEW 41 <b>ACCOR HOTELS</b> 61.7	42 ↑ <b>BMW GROUP</b> 61.7	43 ↑ <b>Panasonic</b> 61.6	NEW 44 <b>L'ORÉAL</b> 61.5	NEW 45 <b>FNAC DARTY</b> 61.2	NEW 46 <b>Groupe Lafayette</b> 60.6	47 ↑ <b>Allianz</b> 60.1	48 ↓ <b>HYUNDAI</b> 60.0	NEW 49 <b>Crédit Mutuel</b> 59.9	50 ↑ <b>FERRERO</b> 59.8

Company considered for ranking requirement: familiarity > 55%

Significant difference > 0.8

# Top 3 in Each CR Dimension



## WORKPLACE



**Google** (72.7)

**DECATHLON** (71.2)

**S** (70.6)  
SEB

## GOVERNANCE



**DECATHLON** (73.2)

**NETFLIX** (72.6)

**LEGO** (71.5)

## CITIZENSHIP



**DECATHLON** (76.4)

**LEGO** (72.1)

**Google** (70.8)

*France CR RepTrak® 50:  
Company Spotlights & Case Study*



# Decathlon: Leading With Purpose

---

- Decathlon is the only company to be in the top 3 of Governance, Citizenship and Workplace
- In fact, Decathlon is a leader in societal contribution and the support of good causes
- Decathlon is also the #1 company with the highest reputation in France in 2018

The Decathlon logo, consisting of the word "DECATHLON" in white, bold, uppercase letters on a blue rectangular background.

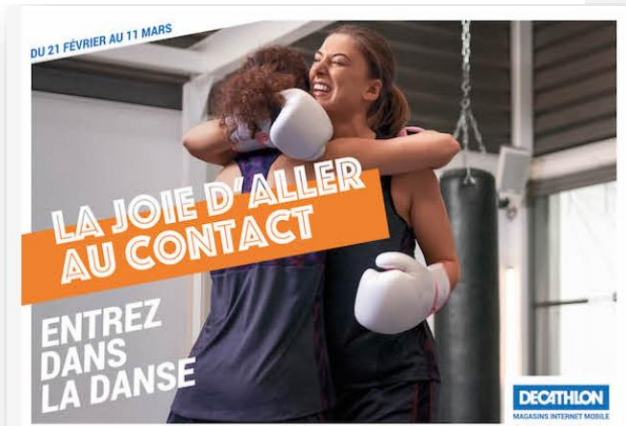
“Our sustainable development challenges are directly tied to the actions inherent to our business activity, which have an immediate impact on our environment, society, and on the men and women who work with us, at every point in the value chain. Our business model focuses on offering attractive, hi-tech, eco-design sports items at the fairest possible prices, to enable as many sports users as possible to access our products.”

# Decathlon: Leading With Purpose

## Avec Rosbeef!, Decathlon change le fond pour encore plus de forme.

Le sport c'est un moyen de se dépasser, de remplir ses objectifs, d'être le meilleur... La sueur et l'effort peuvent nous mener loin... mais ce que certains ne savent pas, c'est que la joie peut nous mener plus loin encore !

Transmettre la joie que procure le sport, inviter à la pratique collective, mettre en lumière des activités très variées : voilà le parti pris de Decathlon qui ambitionne, accompagné par l'agence Rosbeef!, de (re)mettre les Français au sport.



Social



Economic



Employer



Environmental



## Decathlon s'engage pour l'électricité d'origine renouvelable.

Decathlon rejoint l'initiative RE100 avec l'objectif de 100% d'électricité d'origine renouvelable pour ses activités mondiales d'ici 2026.



## EXPANDING ECO-DESIGN FOR OUR PRODUCTS



- ÉVACUATION DE LA TRANSPIRATION**  
La matière évacue rapidement votre humidité pour rester au sec et avoir chaud.
- LIBERTÉ DE MOUVEMENT**  
Textile extensible et coupe ajustée pour une aisance naturelle.
- LIMITATION DES IRRITATIONS**  
Le maillot porté proche du corps empêche les irritations et frottements.
- RAPIDITÉ DE SÈCHAGE**  
Sèche vite naturellement pour éviter de prendre froid pendant l'effort.
- IMPACT ENVIRONNEMENTAL**  
NOTE B - Comparaison: t-shirt manches courtes homme - détails info techniques



**DECATHLON**  
**1<sup>RE</sup> ENTREPRISE**  
**OÙ IL FAIT BON DE TRAVAILLER**

# The LEGO Group: Strong Citizenship & Governance

- The LEGO Group is together with Decathlon one of the only companies to have a strong score in 'governance' and 'citizenship'
- In 2018 The LEGO Group starts to materialize its promise by replacing the source material to make plastic from
- The LEGO Group is an example of a company whose products are in complete alignment with its values on societal contribution and business transparency



First LEGOs made from plant-based plastic will be released in 2018

**72.1**  
in Citizenship → #2

**Leader in positive influence on society**

**71.5**  
in Governance → #3

**Leader in fairness in doing business**

● POOR ● WEAK ● AVERAGE ● STRONG ● EXCELLENT

# Google: Employer of Choice

- Google wins spot #3 in France 2018 CR and is the #1 company in CR Globally
- In France, Google's CR score is mainly driven by its performance in workplace – it is leader in Workplace score, in particular concerning employee well-being and rewards
- Google is also among the top 3 companies in Citizenship: **70.8**
- Moreover, Google is among the top non-French companies French people will be willing to work for: **40.3%**

## Google Workplace Dimension & Attribute Scores in France

	2018 Score	2018 Rank
Workplace	<b>72.7</b>	<b>#1</b>
Rewards employees fairly	<b>74.6</b>	<b>#1</b>
Concerned for employee well-being	<b>72.5</b>	<b>#1</b>
Equal opportunity workplace	<b>71.5</b>	<b>#6</b>





# Groupe SEB: Sustainable Innovation

- Groupe SEB reaches place #4 in France 2018 CR
- SEB is also ranks #3 on Workplace dimension
- SEB is seen as being fair in the way it does business and having a positive influence in society



**PRODUIT RÉPARABLE 10 ANS**  
CE LOGO S'AFFICHE SUR PLUS DE **90% DES NOUVEAUX PRODUITS** ÉLECTROMÉNAGERS COMMERCIALISÉS EN EUROPE, ASIE, MOYEN-ORIENT ET AFRIQUE POUR LES 4 MARQUES TEFAL, ROWENTA, MOULINEX ET KRUPS (ET POUR SEB ET CALOR EN FRANCE ET BELGIQUE).

#### RECYCLAGE : LES POÊLES ET CASSEROLES AUSSI...



En matière de recyclage, les poêles, casseroles ou faitouts ne bénéficient pas encore de filière spécifique, contrairement au petit électroménager, mais le Groupe SEB fait bouger

les choses. En France, par exemple, il collabore avec un recycleur et avec de grands distributeurs : les consommateurs déposent leurs produits usagés en magasin contre un bon de réduction pour l'achat d'un nouvel article. Les produits collectés sont triés et les principaux matériaux (aluminium, inox, plastique) sont recyclés pour fabriquer de nouveaux produits, y compris des articles Tefal. 1 500 magasins ont participé à cette démarche en 2017. D'autres pays réalisent des actions similaires, comme les Pays-Bas, qui ont procédé, pour la 4<sup>e</sup> année, à deux opérations de ce type.

Des  
marques  
+  
engagées

Tefal et Rowenta se sont très tôt engagées sur des priorités d'action liées au développement durable : alimentation saine et responsable pour Tefal, performance environnementale pour Rowenta. Aujourd'hui, les autres marques du Groupe SEB sont entrées dans le mouvement.

# Case Study in CR: Danone

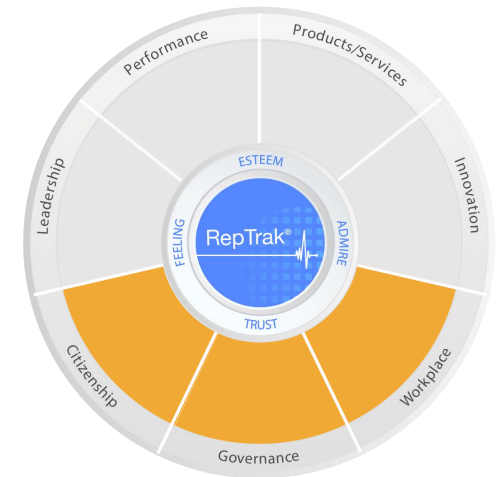
- Since 2012 Danone's CR score has fluctuated between 70.5 and 65.0 (strong and average)
- Danone particularly stands out for its good Citizenship perceptions
- Despite previous efforts, Danone ranks #18 in France 2018 CR , showing average perceptions on all CR dimensions

**Danone's 'One Planet.  
One Health' Launched in  
2017**



“‘One Planet. One Health’ is a call to all consumers and everyone who has a stake in food to join the ongoing Food Revolution and create a movement aimed at nurturing the adoption of healthier and more sustainable eating and drinking habits.”

**Jan – Feb 2018**



**CR Index: 65.0**

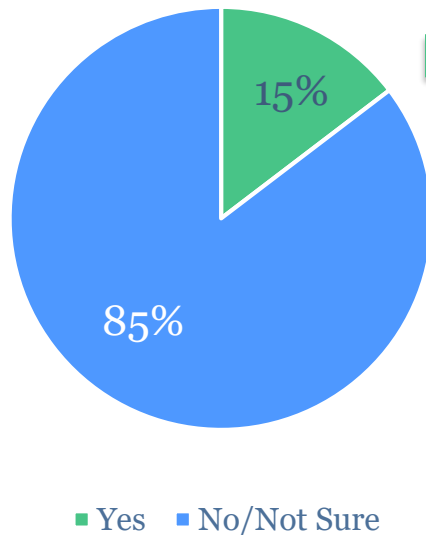


# Danone: Journée du 21 Septembre 'Je sais, J'agis'



# Danone: Journée du 21 Septembre 'Je sais, J'agis '

*Are you aware that the revenue generated on September 21st by the brands of group Danone will be used to fund efforts towards farming methods that are more respectful of the planet and health?*



Among respondents aware there is a...

- Lift in Corporate Responsibility index: **+5.3 points**
- Lift in Reputation: **+4.4 points**

Note: Study conducted between September 21<sup>st</sup> and September 23<sup>rd</sup> 2018 among General Public in France

# *CR RepTrak® 100: Key Takeaways and Implications*

# Global & France CR RepTrak®: Summary

Entering a time of corporate responsibility in which companies have a economic, social, environmental responsibility, as well as a responsibility as an employer

CR translates into outcomes based on social and business impacts

## Key trends of corporate responsibility

1. Connection between trust and corporate responsibility is yet to be established both globally and in France
2. Corporate responsibility elevates stakeholders' emotional connection with your company
3. In France, communication is key when it comes to corporate responsibility
4. Leadership that leads with responsibility wins in CR
5. Among all of the key attribute drivers of reputation, in France companies are underperforming in the ones specific to CR indicating that there is work to be done

# *Thank You*

---

[www.reputationinstitute.com](http://www.reputationinstitute.com)

Based on marketing  
team email

#CRFranceRepTrak

Additional information:

Sarah Mangili

[smangili@reputationinstitute.com](mailto:smangili@reputationinstitute.com)