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

**Mining**

Listen to your company’s key stakeholders. Mine the conversation.

**Measuring**

Benchmark your reputation against peers within the industry. Gauge perceptions of your company.

**Managing**

Improve your corporate reputation. Leverage the advice of reputation experts.

**Membership**

Connect with a network of leading global companies. Apply the best practices in reputation.

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
  - Esteem
  - Trust
  - Admire
  - Feel

DO
- BEHAVIORAL INTENTIONS
  - Reputation Outcome
  - Purchase: +9.4%
  - Advocate For: +11.1%
  - Accept: +8.6%
  - Defend: +7.2%
  - Work For: +8.1%
  - Invest In: +7.7%

Source: Global RepTrak®
RepTrak® CR Index

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

- Supports Good Causes
- Positive Societal Influence
- Environmentally Responsible

- Rewards Employees Fairly
- Employee Well-Being
- Equal Opportunities

- Open & Transparent
- Behaves Ethically
- Fair in Way It Does Business

Impact on making the World a Better Place
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

38,000+
Individual ratings

80+
Nominated Companies

Informed General Public
Somewhat or very familiar with company evaluated

2 months
January-February 2018

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.”

Source: Global and France RepTrak®
Excellent CR Translates Into More Support

Respondents who strongly agree that they would support company in:

- Poor (0-39) CR Index: 7.1%
- Weak (40-59) CR Index: 18.3%
- Average (60-69) CR Index: 26.8%
- Strong (70-79) CR Index: 49.5%
- Excellent (80+) CR Index: 78.0%

Purchase intent
Trust

Source: France RepTrak®
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

12% stock price increase 2017-2018

\[ y = 1.5445x - 67.228 \]

\[ R^2 = 0.3017 \]
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

Source: AB InBev Annual Report and Better World
Setting the Scene: Understanding the World of Corporate Responsibility
How Will Your Company be Judged?

Social

Economic

Employer

Environmental
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

Social

Economic

Employer

Environmental

CR
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

Source: DJSI, Marketwatch
Corporate Responsibility: A Reality & A Must

Society demands that companies are responsible and invest in society: in 2018 CR is the way companies help the world.
Reputation Impact 2018: Global RepTrak® 100

The reputation bubble has burst vs. 2017

95% of companies saw their reputation decline in 2018
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

2018 Global
-1.7 pts.
-2.6 pts.
-1.6 pts.

2018 France
-3.1 pts.
-4.6 pts.
-3.3 pts.

Source: Global & France RepTrak® 21
Governance & Citizenship Maintain Importance

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

<table>
<thead>
<tr>
<th>Dimension Importance by Reputation (Pulse) Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Weak</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>Average</td>
</tr>
<tr>
<td>Strong</td>
</tr>
<tr>
<td>Excellent</td>
</tr>
</tbody>
</table>

| 25% | 24.7% | 20.7% | 19.2% | 16.4% | 14.1% |
| 20% | 23.7% | 20.9% | 17.0% | 14.6% | 12.0% |
| 15% | 16.7% | 11.9% | 10.0% | 9.8%  | 7.7%  |
| 10% |       |       |       |       |       |
| 5%  |       |       |       |       |       |
| 0%  |       |       |       |       |       |

Source: Global RepTrak®
Lowest Scores in CR Dimensions

2018 France

- Performance: 10.8%
- Products/Services: 22.5%
- Innovation: 12.0%
- Governance: 15.4%
- Workplace: 15.9%
- Citizenship: 11.9%
- Leadership: 15.4%

Factor Adjusted Regression
N = 22,900
Adj-R² = 0.65

43.2%

2018 France

- Performance: 72.2
- Products/Services: 71.2
- Innovation: 69.9
- Governance: 60.3
- Workplace: 59.3
- Citizenship: 59.0
- Leadership: 67.3

Source: France RepTrak®
## Digging Deeper Into the CR Dimensions

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

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
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 \(2\times\) stronger emotional connection than those companies that didn’t make it in the Top 50

Significant difference > 0.8

Level of Emotional Connection

Source: France RepTrak®
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

Source: France RepTrak® 32
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**

<table>
<thead>
<tr>
<th>Leadership Score</th>
<th>Not in Top 50</th>
<th>Top 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source: Global &amp; France RepTrak®</td>
<td>65.7</td>
<td>76.2</td>
</tr>
<tr>
<td>10.5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

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

<table>
<thead>
<tr>
<th>Rank</th>
<th>Home</th>
<th>2018</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>France</td>
<td>DECATHLON</td>
<td>73.6</td>
</tr>
<tr>
<td>2</td>
<td>Denmark</td>
<td>LEGO</td>
<td>71.4</td>
</tr>
<tr>
<td>3</td>
<td>United States</td>
<td>Google</td>
<td>69.7</td>
</tr>
<tr>
<td>4</td>
<td>France</td>
<td>S בשלוש</td>
<td>69.3</td>
</tr>
<tr>
<td>5</td>
<td>United States</td>
<td>NETFLIX</td>
<td>69.3</td>
</tr>
<tr>
<td>6</td>
<td>France</td>
<td>MICHELIN</td>
<td>68.5</td>
</tr>
<tr>
<td>7</td>
<td>United States</td>
<td>Whirlpool</td>
<td>67.3</td>
</tr>
<tr>
<td>8</td>
<td>Germany</td>
<td>SIEMENS</td>
<td>67.3</td>
</tr>
<tr>
<td>9</td>
<td>Italy</td>
<td>Barilla</td>
<td>67.0</td>
</tr>
<tr>
<td>10</td>
<td>Japan</td>
<td>Canon</td>
<td>66.7</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Rank</th>
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<tbody>
<tr>
<td>1</td>
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<td>LEGO</td>
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</tr>
<tr>
<td>3</td>
<td>Google</td>
<td>69.7</td>
</tr>
<tr>
<td>4</td>
<td>Netflix</td>
<td>69.3</td>
</tr>
<tr>
<td>5</td>
<td>Michelin</td>
<td>68.5</td>
</tr>
<tr>
<td>6</td>
<td>Whirlpool</td>
<td>67.3</td>
</tr>
<tr>
<td>7</td>
<td>Siemens</td>
<td>67.3</td>
</tr>
<tr>
<td>8</td>
<td>Barilla</td>
<td>67.0</td>
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<tr>
<td>9</td>
<td>Canon</td>
<td>66.7</td>
</tr>
<tr>
<td>10</td>
<td>ANDROS</td>
<td>66.6</td>
</tr>
<tr>
<td>11</td>
<td>Bonduelle</td>
<td>66.3</td>
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<tr>
<td>12</td>
<td>ENGIE</td>
<td>66.0</td>
</tr>
<tr>
<td>13</td>
<td>AIRBUS</td>
<td>65.9</td>
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<tr>
<td>14</td>
<td>BOSCH</td>
<td>65.9</td>
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<tr>
<td>15</td>
<td>GIORGIO ARMANI</td>
<td>65.8</td>
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<tr>
<td>16</td>
<td>BIC</td>
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<td>17</td>
<td>DAIHATSU</td>
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<td>18</td>
<td>SONY</td>
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<tr>
<td>19</td>
<td>Groupe SEB</td>
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<tr>
<td>20</td>
<td>DELL</td>
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<tr>
<td>21</td>
<td>Electrolux</td>
<td>64.7</td>
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<td>CHANEL</td>
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<td>23</td>
<td>SAMSUNG</td>
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<td>COLGATE-PALMOLIVE</td>
<td>64.5</td>
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<tr>
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<td>MAIF</td>
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<td>Nestle</td>
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<td>Microsoft</td>
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<td>32</td>
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<td>Groupama</td>
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<td>34</td>
<td>NOKIA</td>
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<td>35</td>
<td>The Walt Disney Company</td>
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<tr>
<td>36</td>
<td>adidas</td>
<td>62.6</td>
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<td>37</td>
<td>Kellogg's</td>
<td>62.1</td>
</tr>
<tr>
<td>38</td>
<td>PHILIPS</td>
<td>62.0</td>
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<td>39</td>
<td>VISA</td>
<td>61.8</td>
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<tr>
<td>40</td>
<td>ACCORHOTELS</td>
<td>61.7</td>
</tr>
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<td>41</td>
<td>BMW GROUP</td>
<td>61.7</td>
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<td>42</td>
<td>Panasonic</td>
<td>61.6</td>
</tr>
<tr>
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<td>L'OREAL</td>
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<tr>
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<td>FNAC Darty</td>
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<td>Crédit Mutuel</td>
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<td>HYUNDAI</td>
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<td>48</td>
<td>Crédit Mutuel</td>
<td>60.0</td>
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<td>49</td>
<td>FEKKEROS</td>
<td>59.9</td>
</tr>
<tr>
<td>50</td>
<td></td>
<td>59.8</td>
</tr>
</tbody>
</table>

Company considered for ranking requirement: familiarity > 55%
Top 3 in Each CR Dimension

**WORKPLACE**
- Google (72.7)
- Decathlon (71.2)
- (70.6)

**GOVERNANCE**
- Decathlon (73.2)
- Netflix (72.6)
- LEGO (71.5)

**CITIZENSHIP**
- Decathlon (76.4)
- LEGO (72.1)
- Google (70.8)

Source: French RepTrak®
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

“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.”

Source: French RepTrak®
Decathlon: Leading With Purpose

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

Le sport c'est un moyen de se dépayer, de remplir ses objectifs, d'être le meilleur... La sueur et l'effort peuvent nous mener loin... mais ce qui 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 pari pris de Decathlon qui ambitionne, accompagné par l'agence Rosbeef, de projeter 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 2025.

EXPANDING ECO-DESIGN FOR OUR PRODUCTS

DECATHLON
1RE 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

71.5
in Governance → #3

Leader in positive influence on society
Leader in fairness in doing business

Source: Global RepTrak®
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

<table>
<thead>
<tr>
<th></th>
<th>2018 Score</th>
<th>2018 Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace</td>
<td>72.7</td>
<td>#1</td>
</tr>
<tr>
<td>Rewards employees fairly</td>
<td>74.6</td>
<td>#1</td>
</tr>
<tr>
<td>Concerned for</td>
<td>72.5</td>
<td>#1</td>
</tr>
<tr>
<td>employee well-being</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equal opportunity</td>
<td>71.5</td>
<td>#6</td>
</tr>
<tr>
<td>workplace</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: French RepTrak® 2018
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
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

Jan – Feb 2018

CR Index: 65.0

“‘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.”

Source: French RepTrak®
Danone: Journée du 21 Septembre ‘Je sais, J’agis’

100% des ventes de Danone seront reversées à des projets d’agriculture régénératrice*

Plus de 400 magasins animés dans toute la France

1 500 collaborateurs et agriculteurs mobilisés en magasin
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?

- Yes: 15%
- No/Not Sure: 85%

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 21st and September 23rd 2018 among General Public in France

Source: Danone Custom Study
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

Based on marketing team email

#CRFranceRepTrak

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