

HIGHLIGHTS 2015–2016

WEBRANKING BY COMPREND

**IF YOU
KNOW,
YOU CAN ACT**

Six things
that make
jobseekers
want to work
for you

Five tips to
get your CSR
content right

Electrolux talks
digital annual reporting

Webranking in action



4



8



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REFERENCE

Look for the vertical labels that connect the articles to the online Webranking section and criteria.

Learn from the best

We want to help you understand and improve your digital corporate communications. One of the ways we do this is to survey corporate stakeholders in order to identify their expectations and needs. This data is then combined with our expert knowledge to form the Webranking research.

We gain a lot of insights from the research, which we share in the form of reports, articles and whitepapers. We provide full access to all the data in the online Webranking Report and – of course – we give you this highlight report where you can find inspiring and interesting facts. We also provide some best practice examples in order to help you implement changes and learn from the best.

If you understand, you can change. If you know, you can act. This is true for us all – but is particularly applicable when discussing the digital shift happening in society. It is clear that the transparency revolution, brought on by digital communication, has affected how we interact and what we communicate. That said, I hope that this magazine will inspire you to act or adapt – even if only in a small way – in order to be a better communicator in the digital age.

Enjoy.

/ Staffan Lindgren and the team at Comprend



Staffan Lindgren, Managing Partner, Comprend

We are Comprend

At Comprend, we believe in creating stronger, more engaging Digital Corporate Communications solutions for our clients.

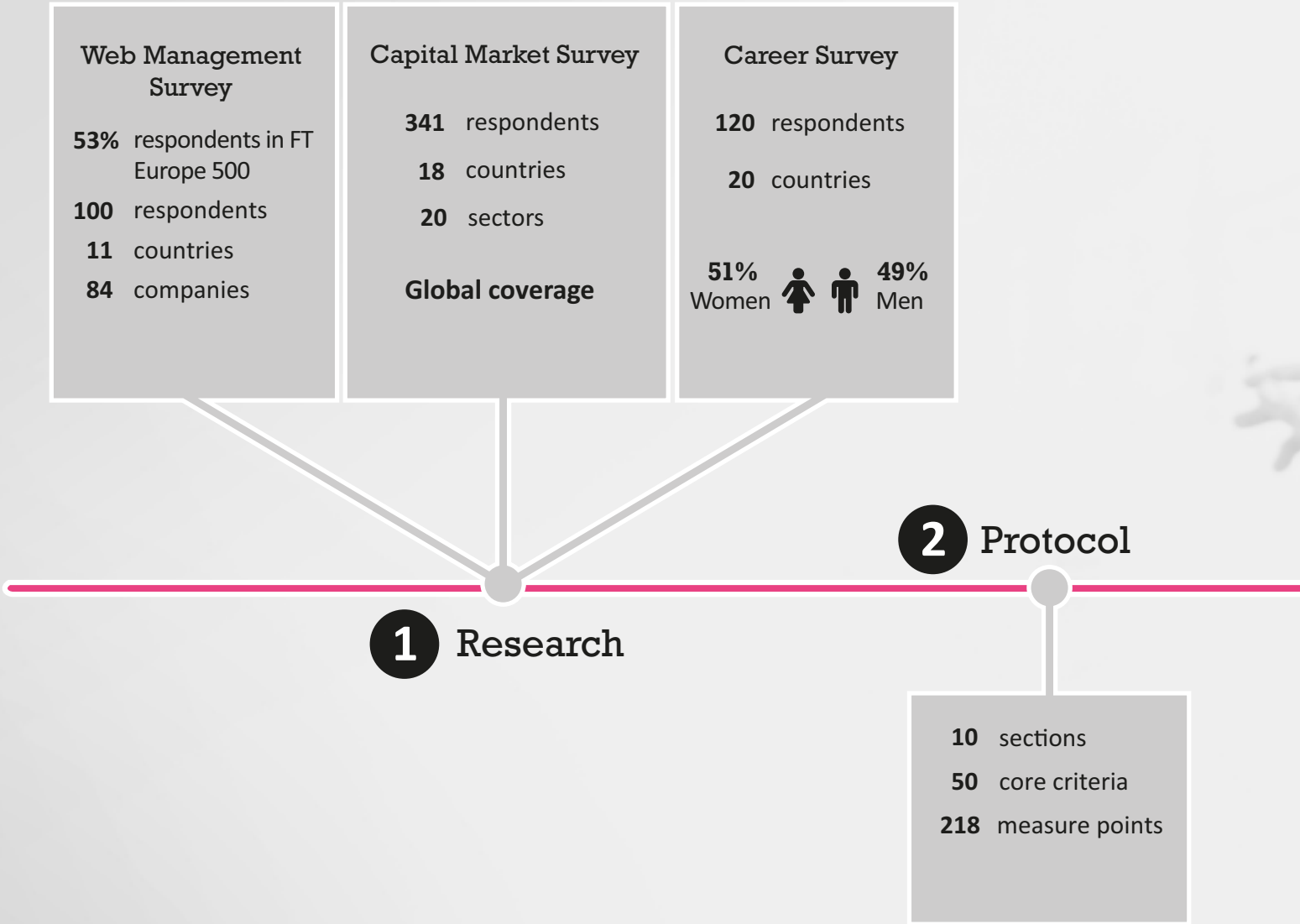
We combine communications knowledge and thought leadership with digital expertise and insight. Our international clients rely on us for their IR, media, CSR, employer branding, internal communications and social media needs for a unified approach to Digital Corporate Communications. Our work has global reach and successfully supports worldwide as well as local market-specific initiatives.

Our annual survey of corporate websites- Webranking by Comprend- gives us unparalleled knowledge about our clients' target groups. And with 19 years experience in this field, we can confidently call ourselves experts.

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Webranking Highlights 2015–2016

**+400 000
measure-
ments**

800+ companies
496 Europe 500
companies
19 sectors
34 countries
200+ best practice
examples

4 Results

3 Ranking



Awards

The Webranking Report

- Your result in detail on 50 core and 50 in-depth criteria
- Stakeholder demands
- Benchmark
- Improvement suggestions
- Content improvement tools

Insights

All results about how companies perform are made public in the media and on comprend.com

**Order
the full
report!**

Order online report www.cpd.to/orderfullreport

Do you know what areas of your corporate website fail to meet stakeholder needs? Do you know what career content attracts jobseekers or what information the capital market wants quick access to? Webranking does.

This year, we see companies struggle to communicate their CSR activities, provide transparency in remuneration policies and convey their strategies around megatrends. This magazine explores why making improvements to these sections is important and provides a step-by-step guide for how to do it.

What Webranking is all about

Over the past 19 years, Webranking has evolved into Europe's leading review of corporate websites. It provides insights and knowledge, as well as recognition for the ambitious companies and provides companies a rank to know how successful they are in communicating with their stakeholders.

Put simply, Webranking is all about helping companies to better communicate with their corporate stakeholders. We survey stakeholders to learn what information they need from a corporate website. Then, we compare those needs against what information each company provides. This results in an individual score for each corporation and allows companies to learn how and where to improve their websites. Thus improving their communication with important audiences.

Companies can access the findings through the Webranking Report, an online tool that presents the company's score on the 50 core criteria that is the base for the official results, plus an additional 50 in-depth criteria that further helps the company to improve their digital corporate communications.

Getting your detailed results

The online Webranking Report identifies areas where your corporate site can be improved to better meet stakeholder expectations. It provides you with the tools to improve your website, reach your desired ranking position or to benchmark your communication activities against your competitors.

Webranking Standard Report

Gives full insight into the company's results, as well as a comparison with 3 selected peers for benchmark purposes.

Webranking Plus Report

In addition to the contents in the Standard Report, the Plus Report also includes a qualitative analysis, as well as a face-to-face meeting for additional inspiration and understanding.

Webranking Customised Report

This report is tailored for those who want to have specific details on their performance with regards to industry and/or specific target groups. We create a customised version based on your specific needs.

Webranking Free Report

This report is available to all ranked companies and provides a limited preview of how Webranking can help improve your corporate website and digital communications.



A black and white photograph of a hand holding a white mug filled with dark coffee. The mug is held over a plaid blanket. The background is a soft, out-of-focus grey. In the upper right, there is an orange circular callout containing white text.

**Order your
Webranking
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Megatrends

– Communicating strategies for the future

Megatrends such as digital transformation, urbanisation, globalisation and environmental degradation, are forces that are profoundly altering global political and economic circumstances. They are shifting social norms and disrupting the corporate world. Examining how companies communicate the impact of megatrends is an updated criterion for this year’s Webranking. It is also a topic that is highly sought after by corporate stakeholders – especially investors and analysts.

Megatrends present some of the biggest challenges and opportunities for the future. Given that megatrends will fundamentally alter corporate circumstances, it is no surprise that investors, analysts, employees and jobseekers are keen to know how companies are adapting their strategies for the future global landscape. Despite this stakeholder interest, many companies struggle with clearly communicating how they will respond to megatrends. This year, only 15% of companies successfully fulfill the megatrend criterion.

“Communicating how your company is adapting to megatrends shows that you are capable of reassessing fundamental aspects of the business. It is important to show corporate stakeholders that you are aware of the immense changes happening in the world and are preparing for future successes and crises,” says Johan Ramsten, Managing Partner at Hallvarsson & Halvarsson, sister company to Comprend.

Showing your strategy

To successfully communicate your megatrend analysis, it is important that the message is not buried in a dense PDF or 200 slide PowerPoint. Building a straightforward and easily readable webpage for identified megatrends will help stakeholders to understand the opportunities that you have. Focus on what the trend is, key facts, figures and business impact.

Megatrends will likely affect your business in a profound way. However, communicating your strategy surrounding megatrends is also an important element to the future success of a business.

Case Study

In an effort to communicate the megatrends affecting their business, Mercedes-Benz took a creative and fully digital approach by designing a microsite. The site curates content and aggregates a series of posts and videos relating to the future of mobility and transportation. The site also integrates a Twitter feed for visitors to interact and accesses new content in real-time.

One of the most interesting things about this site is that it addresses megatrends in a way that many readers would find interesting. Whether you are an investor, tech enthusiast or simply interested in the automotive industry, the Mercedes-Benz NEXT site is an interesting read to learn how the company plans to tackle the challenges of tomorrow.

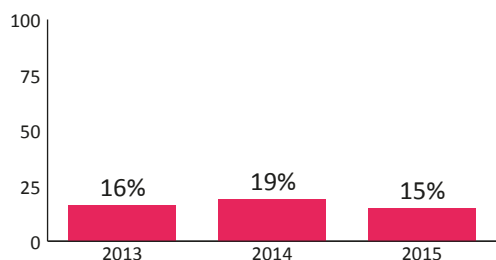
“The Mercedes-Benz NEXT site successfully positions the company as a leader in mobility, while also putting its future products and technological advancements in a societal context. For any company hoping to be a leader in technology, it is important to show how their research and advancements will create future value – both for the company and society as a whole,” says Carl Elfgrén, Director at Hallvarsson & Halvarsson.

This year we have changed the name of the criterion to megatrends. By changing the name, we hope to clarify that the criterion measures the communication of external trends which are outside the company’s control and in what way it affects the business.

Webranking data

Fulfillment

The percentage of companies in FT Europe 500 that present megatrends.



Importance

89%
of capital market stakeholders want this information communicated on the corporate website



next.mercedes-benz.com

Jobseekers are now in charge

– Here’s how to attract the best candidates

The competition to attract top talent is fierce. According to a survey by MRINetwork, in the first half of 2015, 90% of recruiters felt it was a jobseeker’s market. Last year, that number was 83% and three years ago it was 56%.¹⁾ To make matters worse, many corporate sites fail to incorporate the necessary content to capture and engage candidates.

One thing is clear, it has never been more important to examine and improve career content. According to the Comprend Career Report, jobseekers are looking for transparency in order to gain a better understanding of what a company will be like as an employer.

Some of the most requested topics by jobseekers include information about competence development, the working environment and the company culture. However, this year’s Webranking shows that 40% of companies lack information about their competence development programmes, only 32% show what the working environment is like.

“Incomplete career information, or worse – no career information at all, on a corporate website contributes to a poor candidate experience. When companies are competing to recruit the best talent, missing important information on the career section may dissuade the right applicant from applying for the job,” says Tommie Cau, Head of Talent Communication at Comprend.

First impressions are everything

The corporate career site is often the first step on the candidate’s journey. In fact, the Comprend Career Report recently discovered that 70% of jobseekers turn to the corporate website for career communication. Which is why the corporate site needs to provide the right career content in a clear and concise way. Ask yourself if your site makes a good first impression to potential jobseekers. Put yourself in the candidate’s shoes to see if the site addresses topics that would be interesting to a jobseeker.

Six things companies can do to improve career content

Comprend has surveyed 120 jobseekers to learn about what content they want and need from corporate websites, here’s what they said:

- 1) Show your organisation’s commitment to diversity in the workplace.
- 2) Provide videos and testimonials from current employees.
- 3) Outline competence development programmes and show how employees can grow with the organisation.
- 4) Visualise what it is like to work at the company. Show off the corporate culture.
- 5) Provide details about compensation or benefit packages.
- 6) Make sure the application process is easy to navigate.

From a wider perspective

The competition for talent can also be considered a competition for future business and profits. Employees are one of the company’s biggest assets, so it’s no surprise that investors, analysts and business journalists are keen to examine how a company is working to attract top talent. Proactively improving career content makes a clear statement that an organisation aims to captivate highly skilled candidates, thus has a greater chance of being successful in the future.

Whether someone is committing their career or their capital – companies that provide comprehensive career information are able to demonstrate to stakeholders that their company is a sound investment. Something that the success of every organisation – large or small – depends on.

¹⁾ thenextweb.com/futureofwork/2015/07/09/wheres-the-top-talent-hiding-a-tip-to-recruiters/

Webranking data

Fulfillment

4 out of **10**

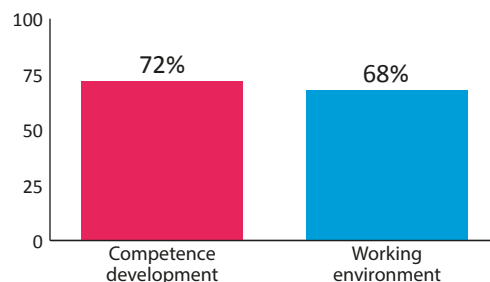
companies lack info about competence development

32%

of companies show what the working environment is like

Importance

The percentage of Career Survey respondents that find the following information important.





Employee advocacy is fundamental to your brand

Corporate communication in social media is too often being sent out in a vacuum followed by no engagement. Content is left hanging with little or no likes, shares or comments. A way to defeat this is by taking advantage of your employees to kickstart the engagement and distribution.

Social media channels are a key part of the corporate communication toolbox and helpful in the distribution of content. With the increasingly complicated algorithms used by most social media platforms, we see that the views per post are also decreasing – making it more difficult to reach followers.

Employee advocacy is one solution to increase the distribution of content, as well as increase engagement. More companies are starting to see their own employees as valuable brand ambassadors. Your employees are on social media and most of them already have large networks, both personally and professionally. Unlocking the potential of these employee networks allows companies to get more traffic, likes and additional shares. People are also often more receptive to messages from people they know and trust and are more likely to engage with that type of content.

In order to succeed with employee advocacy, consider these four must-do basics:

- Encourage the use of social media. Do not block social media channels or restrict the employees in regards to how they communicate with their personal and professional networks.
- Provide guidance if necessary. Employees want to participate, but can be afraid of “doing it wrong”.
- Foster a sharing culture. Be proud of the work your employees do at your company and actively encourage them to share the stories with the world.
- Management should show the way. If you want your employees to be brand ambassadors on social media you and the other managers should lead by example.
- As with all communication efforts – set goals and measure the results. Analyse and adjust the strategy as necessary.

Most important of all, create content that people want to share. Your employees will share your company’s stories with their networks if it is entertaining, valuable or relevant. ”

Sara Hernandez, Client Director and Social Media Expert at Comprend



Webranking in Action

– Informa’s story

Informa is one of the world’s leading business intelligence, academic publishing, knowledge and events businesses, creating unique content and connectivity for customers all over the world.

In 2015, Richard Menzies-Gow, Informa’s Director of Investor Relations, Corporate Communications & Brand, started a group-wide initiative to improve Informa’s vast web estate of over 1,300 websites.

Crucial to the success of this initiative was Informa’s corporate site, informa.com. Building upon the latest Annual Report’s vision of ‘Understanding Informa’, the new corporate site needed to ensure that Informa explained itself lucidly to all of its key stakeholders.

“Webranking was a great help to us in identifying exactly what type of content is needed by our most important visitors,” said Richard. “The online tool allowed me and my team to concentrate the majority of our time on creating relevant, quality content. The resulting feedback from the new site has been excellent.”

Informa also intend to use Webranking to benchmark their new site against their key competitors and the very best in the FTSE.

“It’s an absolute pleasure working with such an ambitious and adventurous team at Informa,” said Phil Marchant, Managing Director in the UK at Comprend. “It’s going to be fascinating over the next few years to see Informa reap the benefits of communicating such a powerful story so well online.”

For more information or a demo of the report, contact webranking@comprend.com



informa

Richard Menzies-Gow,
Director of Investor Relations, Informa



Three ways to improve

The “About Us” section is an important and highly visited area of a corporate website. However, it can also be an area that is undervalued and sporadically updated. Considering that the “About Us” section is where the world comes to learn about a company’s story and corporate ethos, not taking full advantage of this section means forgoing an excellent storytelling and content opportunity.

Most corporate websites are structured around specific stakeholder groups and their content needs. For instance, the investor relations, career and press sections all contain content tailored for an investor, jobseeker or media officer. However, the “About Us” section of a corporate website has a broader target audience, including the capital market, jobseekers, clients, suppliers, buyers, business partners and other important stakeholders. Our research shows what information the target audience requests, and after ranking nearly 1000 corporate websites, we see where the gaps are.

Key gaps in the “About Us” section

1. Market share and competitors

It may sound counterintuitive to provide information about your competitors in your “About Us” section, but stakeholders commonly request it. It provides them a clear picture of the competitive landscape and allows them to easily assess the company’s position. It also contributes to an individual’s understanding about what the company is and what it strives to be. Despite stakeholder requests

for this information, only 15% of companies included in the Web-ranking provide info about their competitors and only 11% provide info about their market share, leaving a large gap.

Inspiration:

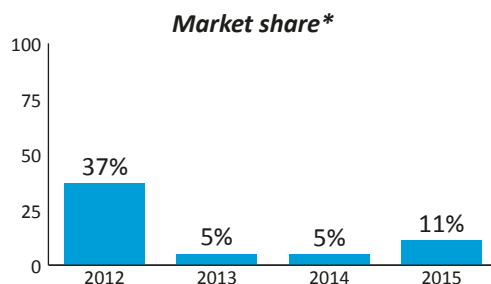
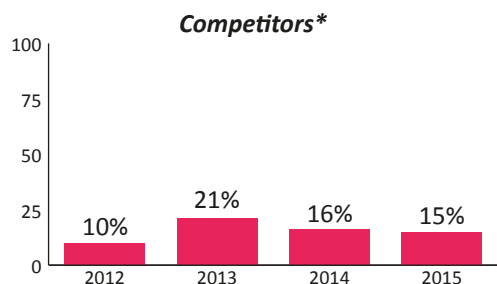
Metsä Board is a great example of how to describe your market share and competitors in a concise and informative manner. The site visualises several core business areas and where the company falls among its competition. It’s worth mentioning that Metsä Board does not provide this information under the “About us” Section, but what’s important here is that the information is what section it is found under.



Webranking data

Fulfillment

Percentage of companies that provide information about competitors and market share.



Importance

89%
of capital market stakeholders want access to this info

* In 2012, the criterion was called Market share & Positioning; so companies received points if they had either. Today, it is split into two criteria – which explains the differing in scores.

the ‘About us’ section

2. Company video

Video content has exploded in popularity over the past several years and stakeholders are increasingly keen to consume this content form. According to the Compend Capital Market Survey, 29% of respondents wanted video content in 2011. Today, that number is 42%. However, only 35% of companies in the Webranking produce video content about their business. Company videos offer a great opportunity to showcase employees, products or the company’s ethos in an engaging way.

Inspiration:

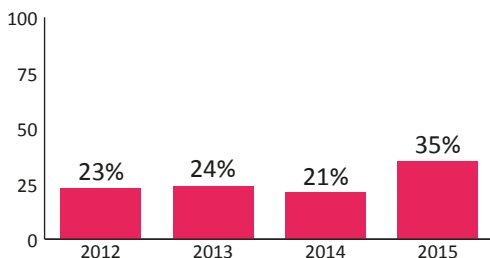
Looking for a new, engaging way of presenting your business? Take some inspiration from Danone’s corporate website – the company has produced a beautiful video describing their business, CSR initiatives and corporate culture. The video content has also been repurposed in the form of helpful infographics – perfect for social media sharing.



Webranking data

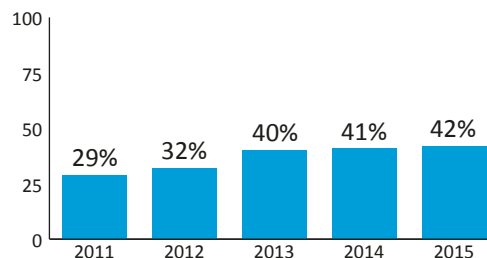
Fulfillment

Percentage of companies that provide a company video.



Trend

Percentage of capital market stakeholders that want video content.



Importance

Percentage that want to see video content that presents the company.

42%

of capital market stakeholders

71%

of jobseekers

3. Organisational structure

Providing information about an organisation's structure is a vital piece of information for investors and jobseekers alike. It visualises how the company functions and who is in charge of what. That said, the majority of companies do not provide an organisational structure on their corporate websites – with only 26% fulfilling this criteria. Even fewer companies (6% in total) bring this static content to life with an interactive organisational chart. Interactive charts can increase user engagement and interaction for a more dynamic reader experience.

Inspiration:

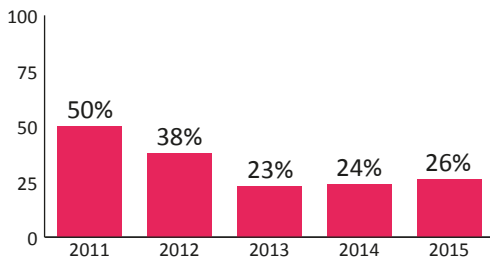
The Hera Group site offers a clear organisational structure, including images of the executives and an in-depth description who they are and what they are responsible for.



Webranking data

Fulfillment

Percentage of companies that provide information about organisational structure.



Importance

Percentage of stakeholders that want to see an organisational structure on the corporate website.

53%

of jobseekers

84%

of capital market stakeholders



Remuneration policies

– Transparency in board and executive pay

Corporate remuneration, or the salaries of executives and the board, is a topic that is often buried deep within the annual report. However, stakeholders want this information clearly communicated on the corporate website – something very few companies do.

Remuneration has been an increasingly interesting topic under the area of corporate governance. While there’s no doubt it is extremely important to the long-term financial performance of a corporation, it can also be a significant indication of corporate values – whereby mishandlings or perceived negligence can pose risks to a company’s reputation.

Stakeholders share their views

This year’s Webranking shows that corporate remuneration is important to capital market stakeholders, as well as the labour market. However, these two stakeholder groups have different motivations regarding why this topic is significant.

The capital market

78% of capital market stakeholders stated a corporate remuneration policy was important to them. Bearing that in mind, only 7% of companies in the Webranking provide information on their corporate websites about remuneration for executives and only 11% provide

information about remuneration for the board. This proves a significant gap between the information required by the capital market and what is provided by the ranked companies. This gap may also appear to investors and analysts that the company has something to hide – which may lead to decreased trust.

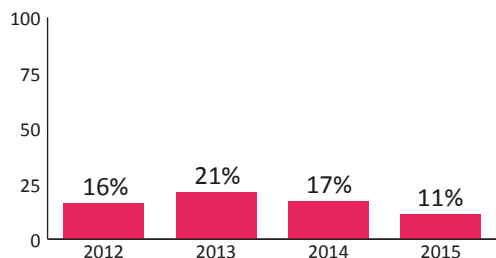
The labour market

Jobseekers often consider executive remuneration as a CSR issue, where excessive executive pay-outs could signify corporate irresponsibility and opacity surrounding the topic might indicate a lack of oversight. Working for a responsible company is one of the key areas top talent look for when determining a suitable employer. According to this year’s survey, 56% of jobseekers want to know information about CSR, ethical stances and remuneration. Disclosing executive remuneration signifies to jobseekers that your company is a leader in progressive communication and compensation practices – while also building employee loyalty and a stronger corporate culture.

Webranking data

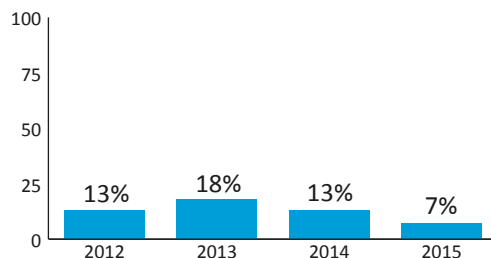
Fulfillment

Percentage of companies that provide information about board remuneration.



Fulfillment

Percentage of companies that provide information about executive remuneration.



Importance

83%

of capital market stakeholders want to see a remuneration policy on the corporate website



Electrolux shares its digital annual reporting journey

According to the 2015 Comprend Capital Market Report, digital annual reports have grown in stakeholder popularity by 21% over the past 5 years. However, some companies have been apprehensive about digitalising their reports – despite benefits to both the company and the readers.

Making the decision to go digital with your annual report can be a difficult one. Aside from acquiring the necessary internal buy-in, it also can involve stepping outside conventional comfort zones. But the fact is, 88% of capital market stakeholders read the annual report from a screen, so it's important to make the content accessible for the format.

Electrolux is one company that is going beyond traditional annual reporting and producing a beautiful digital annual report. We spoke to Maria Norin, Manager Financial Communication at Electrolux to share their journey, advice and key insights about digital annual reporting.

1 What is an important thing you have learned through producing a digital annual report?

"Our digital annual report is based entirely on the printed version, which is the main product in our production. The main lesson we've learned is that the digital report must be written in a concise way and have a clear structure, which also helps us to improve the printed annual report," said Maria.

When people read from a screen, it is necessary to review the printed content and break it down into what is most important. Readers need to be presented with pared down content – less is more is the world of digital reading.

2 What were some of hurdles in making a digital report in comparison to a traditional printed report?

"I think most of our hurdles are similar to other organisations. It can be difficult to justify increased costs and efforts in making a digital annual report. Especially since many of our stakeholders in the capital market seem satisfied with being able to download a PDF. Despite these hurdles, we still see many benefits in creating a digital annual report. The digital format of the annual report is more suitable to be integrated in a clear way on our website in comparison to a PDF. This means that we can showcase the report on the IR homepage throughout the year. The annual report is attractive to a wider breadth of individuals because it contains great basic information about the group, a strategy description, market position, etc."

3 What was most important to you when creating the digital annual report?

"Most important for us when we produced the digital annual report was not to 'reinvent the wheel' so to speak. We did not want to start an entirely new digital annual reporting process after we had completed the traditional report. The information from the printed version goes entirely into the digital version and managed by our agency, and we do 'as little as possible'."

Electrolux, like many other companies, want to ensure that the digital report is created in a way that is cost effective. To make this a reality, Comprend took the printed content and designed it so it was easy to read – from both a desktop and a mobile device. Thus, the existing content is better suited for digital devices while also eliminating redundant re-writes.

4 What improvements, if any do you plan on making to next year's digital annual report?

"We always aim to continually improve in terms of content, structure and design. One area that we would be keen to improve is to the distribution and promotion of the report. This would help it reach more individuals and increase readership."

Knowing where and how to promote a digital report is a common difficulty for companies new to the digital reporting process. By pulling out interesting graphs, data and facts, the company can easily share annual report information via social media. Put the items into a social sharing or editorial calendar like Buffer, Hootsuite or CoSchedule. These tools will automatically post your content – which means one less thing for you to do.

5 What were some benefits of producing a digital annual report?

"One of the advantages of producing a digital annual report is the opportunity to differentiate the information between the printed and the digital version. Some information is better suited to the web than in a printed product. For instance, we have chosen to put a large part of our sustainability information, including the GRI reporting only in the digital version of the annual report."

Although Electrolux didn't want to drastically change the content from their printed report, offering exclusive content in the digital report means more people will read it. Similarly, it's good to strategise what works for each format. Some things are made for print, whereas others require the dynamic reading experience provided by digital.



Increased results in challenging markets

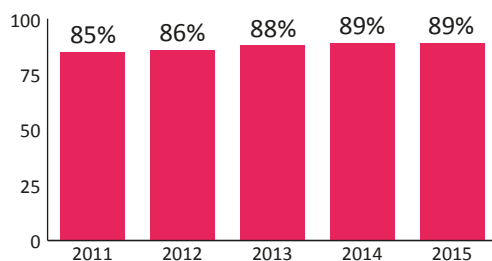
2014 was a good year for Electrolux. In challenging markets, operating income increased by 18 percent to SEK 4.8 billion and the EBIT margin rose to 4.3 percent from 3.7 percent in 2013.

Keith R. McLaughlin

Webranking data

Trend

Importance of online reporting (both PDF and HTML) to capital market stakeholders over the past 5 years.



“According to the Comprend Capital Market Report, the request for a fully digital HTML annual report is constantly increasing. This shows that user behaviours HTML annual report has increased by 21% over the past five years. This shows that user behaviours are changing. However, companies are unfortunately not adapting their communication activities quick enough to meet user needs,” says Phil Marchant, Managing Director of Comprend UK.

How to get your CSR content right

Your website is one of the most important platforms for communicating CSR. Here are six steps to help you create online CSR content that connects with your target group.

Explain your CSR strategy

There is a strong request from the corporate audience to learn about your CSR strategy and how it ties in with your overall business strategy, purpose and values. The corporate website provides a great opportunity to explain your priorities and how your CSR work creates long term value, both for your company and key stakeholders. Use visuals, illustrations and interactive features to make complex information more accessible to your audience.

Tell the story

Your visitors are picky readers. They do not settle for broad and vague discussions on energy, discrimination and diversity. They want to hear the story behind your CSR and see it come to life. And they want it backed up by data.

“The content marketing trend will reach corporate communication, starting with CSR. It’s a great source of engaging stories, and companies are used to telling them,” says Joakim Arhammar, Content Specialist at Comprend.

Share your data – and follow up on it

Like all other official reports, the CSR report should be available on your website. By providing it as a digital report, it will become more accessible for all your audiences. Incorporate “hard facts” and results regarding your environmental and social impact.

For credibility, it is important to show actual achievements, progress and performance towards the environmental and social targets. Even if targets are not met, a company can be transparent about it and share insights about the challenges they face, thereby gaining trust.

Show the materiality analysis

Materiality is an essential part of the new GRI G4 guideline for sustainability reporting. It is also something that the capital market wants to see more of on your website.

A materiality analysis identifies potential economic, environmental and social issues that could affect your business and/or stake-

holders. By using illustrations and interactive features, you can give a clear overview of the results, value chain and where material issues pose an opportunity and/or a risk to your operations.

Have a responsible tax policy

The financial market expects companies to explain how they actively distance themselves from aggressive tax planning.

To prove yourself a “good corporate citizen”, provide information on responsible tax management, including a clear stance against tax evasion. Details on tax payments in different markets show that your company is giving back to the communities where it operates.

And an anti-corruption initiative

Investors want to know how your company actively works to combat bribery and corruption. New legislation and guidelines in the US, the UK, and Sweden increasingly requires companies to be aware of anti-corruption risks and be prepared to mitigate those risks. Therefore, providing information on your website not only on your anti-corruption policies but also explanations on activities and other anti-corruption initiatives is essential to demonstrate that you act responsibly, even in markets considered high risk in terms of corruption hazards.

“Corporate stakeholders expect companies to be transparent about the impact they are having on society- both in terms of the challenges and the successes. This also shows the financial community that you are aware of the opportunities and risks- which can lead to long-term value creation,” says Karin Arrenfeldt, CSR Specialist at Hallvarsson & Halvarsson.



Webranking data

Importance

Percentage of stakeholders that want to find information about a company’s CSR strategy on the corporate website.

56%

of jobseekers

74%

of capital market stakeholders

Thank you.
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