



SUSTAINABILITY
+ CORPORATE
STRATEGY
= TRUE



P.2

5

TOP TRENDS FROM THIS YEAR'S
WEBRANKING BY COMPREND



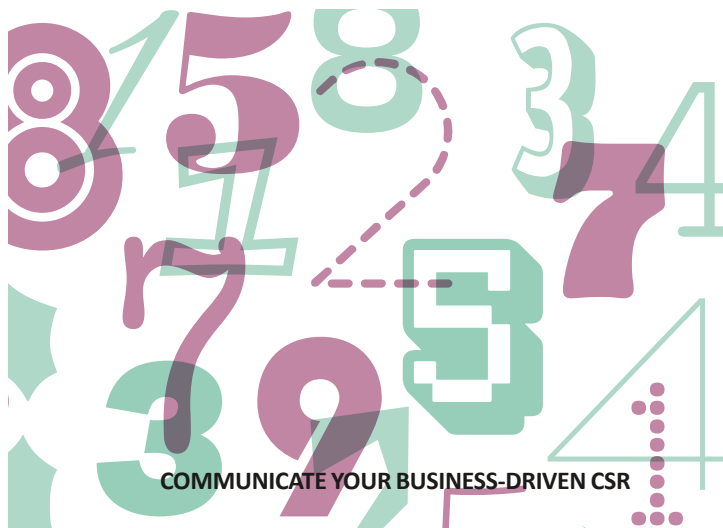
ADVICE FROM OUR EXPERTS

P.7



A CONVERSATION WITH ABB
Learn how to combine strategy and storytelling

P.10



COMMUNICATE YOUR BUSINESS-DRIVEN CSR

P.4

ABOUT WEBRANKING BY COMPREND

Webranking by Comprend, established 1997, is Europe's leading survey of corporate websites and the only global ranking that is based on stakeholder demands. In 2015, we ranked 830 companies (including the Financial Times Europe 500) from 41 countries and 20 different sectors to measure how well they meet the expectations of key stakeholders. We began by asking over 300 capital market representatives (through a capital market survey) and job seekers (through a career survey) directly about what kind of information they look for on corporate websites and in companies' social media channels. Based on these responses, we compiled the review criteria for ranking company websites and corporate social networks.

Learn more about Webranking by Comprend: comprend.com/webranking/

GEEK SECTION



TOP LISTS !



Are you doing enough ...

... to save the world? Well, we really don't expect you to do that on your own. No, we are simply wondering if you are doing enough to make the most of your sustainability work. Digital communication is almost limitless in its reach, and in the opportunities it offers to communicate with your stakeholders.

Meeting (new) expectations

Increased awareness of both environmental and societal issues together with greater scrutiny of the business community, have raised the bar for stakeholder expectations on companies. Interest in tax transparency is one tangible example, where a compliance matter has come to symbolise a corporate moral commitment to sustainable development.

Shifts in accepted standard practice do not happen overnight. They can take years, and companies usually have time to adapt and

develop their communication accordingly over time. However, some issues transpire suddenly and unexpectedly, for example in the form of a news article or a revealed scandal. Companies need to actively communicate with internal audiences and external stakeholders in their own channels – and their own website and other digital channels should always be the first port of call for the most recent information. Stakeholders need to feel they can trust you to provide the most recent information, including during crisis situations.

Joining forces and provoking a reaction

But returning to the subject of saving the world – we do expect you to play your part, but do it together with your stakeholders. We advise you to be where they are, and use your communication to engage, provoke and include them in your work. By identifying and working with the most material and relevant sustainability aspects of your business, you stand a good chance of stakeholders understanding your approach and objectives and wanting to join you in your work. So communicate! Repeatedly communicate your message using different angles, showing results and using examples. Digital communication is a truly indispensable media!

Looking through the crystal ball

What opportunities lie ahead for sustainability and digital communications? We see companies increasingly using digital channels – both their own and those of a third party – to share moving images, film, audio, podcasts, etc. Films that give an insight into a company's manufacturing, raw material sourcing or other internal processes can engage the audience. But what if they could actually join you there – in the factory, field, office or market? Virtual reality channels may not be that far off – watch this space in the not too distant future!

We hope you find this report insightful and inspiring for your own activities!

Helena Wennergren

Director and Head of Webranking, Comprend

Carina Silberg

Executive Director, CSR and Sustainability Communication, Hallvarsson & Hallvarsson

Top trends

SOME OF THE KEY FOCUS AREAS ACCORDING
TO COMPANIES AND THE CAPITAL MARKET IN
THIS YEAR'S WEBRANKING BY COMPREND

SUSTAINABILITY
—
AN INTEGRAL PART
OF CORPORATE
STRATEGY

KEEP YOUR
STAKEHOLDERS
CLOSE

STRONG
FOCUS ON
MATERIALITY

IT'S ALL
ABOUT
TRANSPARENCY

TAX
—
A HOT TOPIC

SUSTAINABILITY – AN INTEGRAL PART OF CORPORATE STRATEGY

Sustainability is moving higher up on the corporate agenda and is no longer only about compliance. Integrating sustainability into a company's business strategy and operations can maximise value and optimally position the company on the market. This year's Webranking by Comprend highlights that it is becoming increasingly important for companies to communicate their CSR strategy and its linkages to the company's overall strategy on their website. An accessible CSR strategy was one of the top priority issues for the stakeholders that participated in this year's study.

KEEP YOUR STAKEHOLDERS CLOSE

Taking stakeholders into consideration is key to ensuring that your CSR work is relevant for your company and that it is up-to-date and in the correct context. Furthermore, sustainability today is all about collaboration. Working together with different actors in industry collaborations and multi-stakeholder partnerships is often the most effective way to make an impact on specific issues and drive your CSR agenda forward. According to the Webranking, 75 percent of Swedish companies identify their stakeholders and share this information on their website.

STRONG FOCUS ON MATERIALITY

Ensuring that a company's CSR work focuses on the most important issues is becoming increasingly important. Stakeholders are demanding relevant and detailed information about the impacts of company operations. For example in reporting. GRI's latest version G4 is even more focused on materiality and companies are expected to report on their most relevant CSR issues. 70 percent of the Webranking respondents thought it was important that companies provide materiality analysis information on their website.

IT'S ALL ABOUT TRANSPARENCY

The capital market wants to have more detailed information about specific topics, such as tax, ethics and anti-corruption. Companies with incomprehensible financial information, that operate in high-risk geographical areas or with complex business structures are perceived as riskier and potentially less valuable investments. Transparency is therefore a key assurance for stakeholders. Requested information is not only limited to numbers, companies are also expected to present policies and guidelines for how they work with key issues.

TAX – A HOT TOPIC

The most important topic in this year's Webranking according to the capital market is whether companies are reporting how much tax they pay in each country they operate. Tax has recently become an important issue, and companies are under increasing pressure to be transparent in their communication. This is important for companies to ensure trust, legitimacy and for their continued license to operate.



1. Tax payments per country
2. Environmental data
3. Environmental targets and achievements/KPI
4. Code of Conduct/Ethics policy
5. CSR strategy



1. CSR report, separately or integrated in annual report
2. CSR strategy
3. Active stance against corruption
4. Stakeholder relations
5. Quantitative environmental targets

*
Capital Market Survey 2015

**
Based on companies listed on Financial Times Europe 500



Watch H&H explain the top trends
halvarsson.se

Communicate your business-driven CSR

This year's Webranking results illustrate that companies are increasingly working towards a more value-creating CSR approach. This puts new demands on the organisation in terms of how to develop digital CSR communication.

95 percent of the responding Swedish companies state that they present their CSR-strategy on their website, and 65 percent of companies describe how CSR is related to their overall business strategy. These numbers clearly illustrate that sustainability is becoming a value-creating activity, which is more integrated in company operations and daily practices. Therefore, CSR is no longer an activity that is separated from the core business practices of the company, but that is an important topic discussed at board meetings and managed by the executive group.

Why is this important to consider from a communications perspective? Well, there is much to gain from aligning the company's digital communication channels with the CSR strategy. Not only for positioning the company in the market but also for promoting dialogue with key stakeholders. In addition, being transparent in digital channels is an important part of minimising risk. So how do you work with a company's digital communication in order to align it with a more value-creating CSR approach?

Data, data, data ...

First of all, numbers are key. To be considered trustworthy when communicating your company's CSR strategy and as a company that

truly "walks the talk", it is important to present relevant targets and data. It is also essential to share information on how these targets are monitored and followed-up on a regular basis. The Webranking by Comprend demonstrates that stakeholders consider it very important that data and targets are presented that verify a company's claims.

Be proactive and own your communication

Make sure to use your own digital communication channels in order to get the message across. Be proactive and transparent, and invite stakeholders to join your journey towards business-driven CSR. External stakeholder input can complement your internal perspective of the company, which can enhance your overall approach to communications and promote greater transparency. It is always easier to manage expectations and respond to external reactions when the information is out in the open.

Don't forget the internal communication

Many companies tend to neglect internal communication in their CSR work. Internal CSR communication is important to ensure that the entire organisation is on-board and supports the CSR agenda. Employees from differ-

ent departments and functions can contribute to CSR work on a daily basis, and can be CSR ambassadors for the company. Digital channels can be useful for internal CSR communication in order to introduce new programmes, policies or educational initiatives.

Choose your content wisely

Make sure that the CSR content communicated in your digital channels is relevant to your business. Has your company performed a materiality analysis prior to developing the CSR strategy or for reporting purposes? The results from a materiality analysis can provide essential guidance on web content. If your company has not performed a materiality analysis, ensure you focus on the issues that are critical to your business.

Take this opportunity to be in charge of your business-driven CSR communication and reach out to your stakeholders, internally and externally. They will be valuable allies on your sustainability journey.

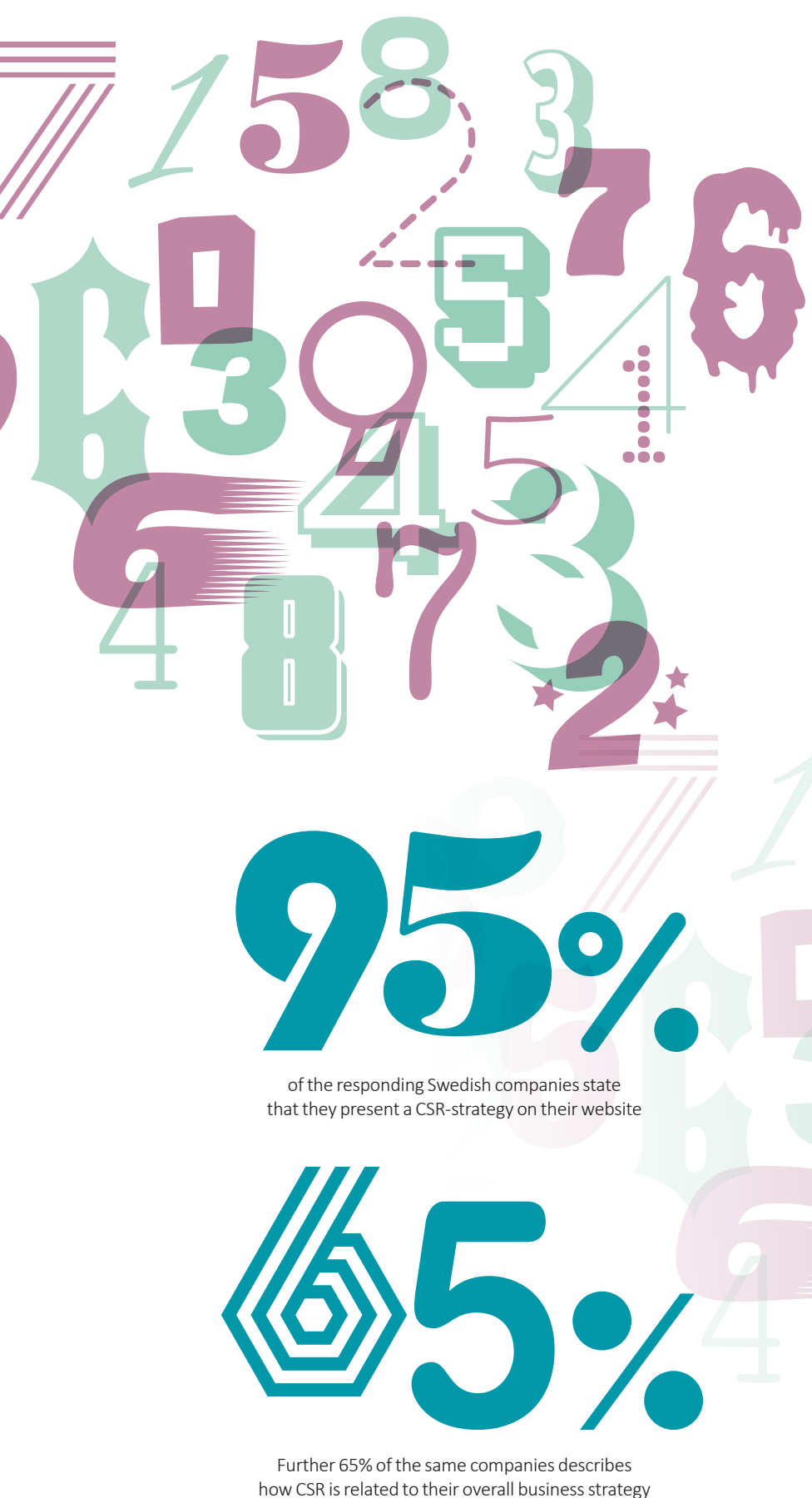
JOHANNA BARK

Consultant

SARA ANDERSSON

Junior Consultant





WE LIKE

Nestlé’s use of a Google maps function to present case studies complements the description of their shared value strategy by making the information more visual. Digital channels make information accessible to a larger number of stakeholders.



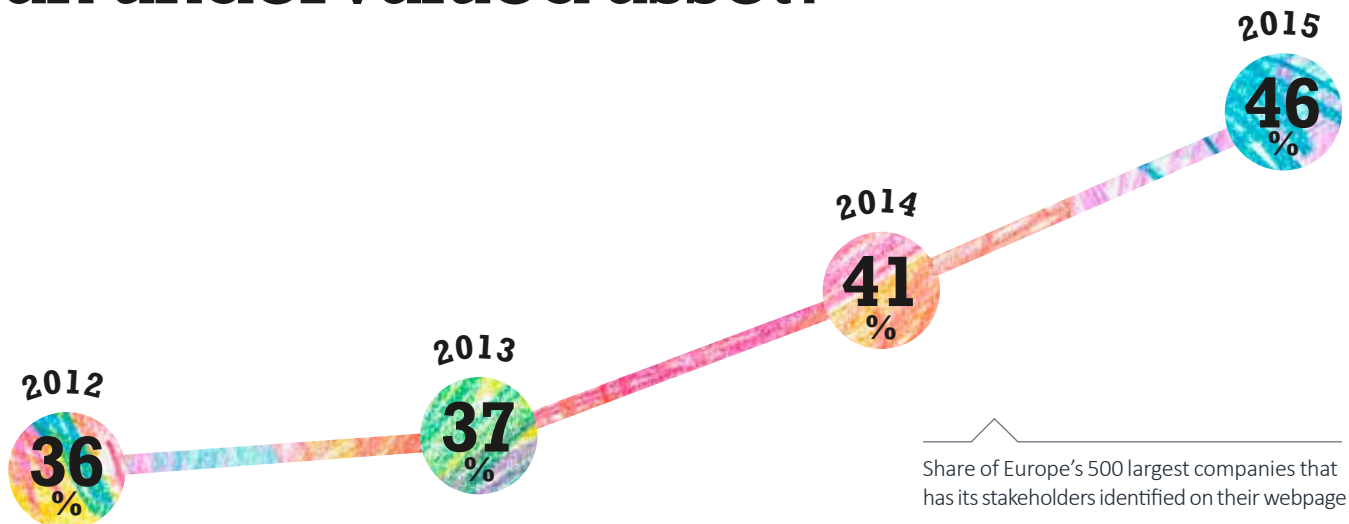
Nestlé – Creating shared value

Nestlé, the global food and beverage company, is one of the top performing companies when it comes to value-added CSR. With a strong focus on creating shared value – for both society and the company – Nestlé ensures that CSR is an integral part of its operations.

nestle.com/csv



Stakeholders an undervalued asset?



Share of Europe's 500 largest companies that has its stakeholders identified on their webpage

The number of companies in Europe that identify their stakeholders is increasing, rising steadily from 36 percent in 2012 to 46 percent in 2015. Companies are increasingly benefiting from identifying and communicating with their stakeholders.

Corporate stakeholders are at the very core of CSR. After all, the concept of CSR is derived from the notion that companies impact on and are accountable to a wide range of individuals and stakeholder groups, as well as their shareholders. And most of us probably agree that interacting with stakeholders is both an obligation and an opportunity for companies.

However, our research (or even flipping through a couple of sustainability reports) shows that many companies still do not reap the full benefits of stakeholder interaction and dialogue. The question is how to interact, what benefits can be achieved and how digital communications can help. We asked Hendrik Alpen, newly appointed head of stakeholder relations at H&M, for his opinion on the matter.

How do you identify and prioritise your stakeholders?

In an ideal world, we would frequently meet all our stakeholders and always in-person. But as this is simply not possible, we have to prioritise by focusing on stakeholders that have a particular expertise or impact related to our key sustainability goals.

What is the purpose of your stakeholder interaction?

Through stakeholder interaction, we can learn a lot from each other and develop more successful strategies. This may involve developing new collaborations or benefiting from entirely new perspectives or opportunities that we have not been aware of. There is a lot to gain from it!

How do you communicate with your various stakeholders?

There is no universal solution. In many cases, face-to-face meetings are useful. But it is not possible to hold meetings with hundreds or even thousands of different stakeholders globally. Joint meetings, webinars, multi-stakeholder forums, surveys and social media can provide additional opportunities to reach out to stakeholders.

What role does digital communications play?

It certainly plays an important role and I think there is still great potential for companies to engage with their stakeholders through social media and make these conversations more transparent.

➔ Check out H&M's Youtube channel [youtube.com/hm](https://www.youtube.com/hm)

— **ADVICE FROM OUR EXPERTS** —



KAROLINA DUBOWICZ

Senior Consultant at H&H

I am as concerned with the ‘eternal principles’ of effective communication as with the opportunities that new technology and channels bring. Therefore, my advice is old school – always start with why – so as to not lose sight of your purpose. Who are you talking with, what do you want to achieve and how will you follow up?



DORA STREIFFERT

Head of Sustainability at Jung Relations

People care about other people rather than companies. It is therefore crucial that the content puts the company at the centre of a conversation that stakeholders actually care about and want to participate in, regardless of whether it is on the web or a discussion elsewhere.



JESSICA BISSMARK

PR & Communications Consultant at Springtime

The key is to consider content and its distribution when reaching out to your stakeholders. Ensure you know your target group so you can combine what you want to tell with what the group wants to hear. When distributing content, you need to help the target group find it, for example through PR, spokespersons or by engaging directly with employees.



WE LIKE

Eni provides extensive tax information on their corporate website, including country-by-country tax payments. This complements the dialogue with governments, civil society and international organisations and promotes transparency.

Eni – Transparent on taxes

Eni, the Italian oil and gas company that has won the CSR Webranking title for the past three years, recognises tax to be currently the number one issue for many stakeholders. The company, which scored 10 out of 10 together with Telecom Italia in this year’s ranking, truly understands the value of being transparent on their website.

eni.com

A stakeholders view on how to communicate taxes



“A company should be able to demonstrate that it contributes to the countries where it profits, and by doing so foster social and economic development locally. An obscure tax agenda may pose a risk in terms of reputation, loss of business, and potentially costly tax liabilities.”

Sasja Beslik

Head of Responsible Investments
Nordea Asset Management

Why the CSR report is the backbone of CSR communication



Being transparent about the risks and opportunities a company faces builds trust and can safeguard companies from an immediate crisis of confidence. It will also enable stakeholders to play an important role in identifying risks and opportunities for the organisation, which in turn can lead to better decision-making. In this sense, the CSR report will continue to be of great importance for companies.

Whilst there are numerous possibilities today to combine the sustainability report with other digital channels to reinforce company messages, the report itself offers organisations a valuable opportunity to share information in a more structured and comprehensive manner. 71 percent of respondents in this year's Webranking consider it very important that companies present their latest sustainability report on their website. Companies can use guidelines such as GRI and focus on the most important aspects of the companies CSR work to maximise the value of a sustainability report in its continued CSR work.

Today, we can see a trend growing among companies to work with integrated reporting <IR>. The word on the street is that <IR>

offers companies the possibility to clearly link sustainability to value-creation which itself is top of the mind for companies at the CSR frontier today.

73.6

percent of European companies publish their latest CSR report on their websites.

— INTERVIEW WITH —



LARS-OLLE LARSSON

Ambassador International Integrated Reporting Council (IIRC), Sweden and Senior Advisor at Hallvarsson & Halvarsson

What is integrated reporting <IR>?

An integrated report is a concise communication about how an organisation's strategy, governance, performance and prospects, in the context of its external environment, lead to the creation of value in the short, medium and long term.

Why do you think companies are increasingly opting to integrate their CSR report into the Annual report?

At the heart of <IR> is the growing realisation that a wide range of factors determine the value of an organisation. Some of these are financial or tangible in nature, while others such as intellectual capital, competition and energy security are not. <IR> reflects the broad and long-term consequences of the decisions organisations make in order to create and sustain value. It enables organisations to communicate in a clear, articulate manner how it is drawing on all its resources and relationships to create and preserve value. <IR> also helps investors to manage risks and allows them to optimally allocate their resources.

Will we see more <IR> in the future?

Yes of course. Latest research shows that there are around 1500 integrated reports of various quality in circulation globally. This is a significant number when considering that the <IR> framework is only two years old.



Taking your CSR communication to the next level

Talking about CSR can send a powerful message to the outside world about how a company conducts its business. However, it is also important to focus on internal communication, as it is the company's employees who do the work, live the values and turn CSR strategies into action.

Engaging the entire workforce in a company's CSR work can be challenging. In many companies, a small group of people work intensely with CSR issues, which can lead to a gap between what the average employee and management know about a company's CSR work. In other words, there is a risk that CSR stays at the management level instead of becoming something that is meaningful for every employee in their everyday work. At the same time, it is vital that CSR is fully integrated into an organisation so that the company can fulfil the promises it has communicated.

BENEFITS OF INTERNAL DIGITAL COMMUNICATION

- It reaches everyone, no matter where in the world they are, with the same message.
- Communicating in local languages means that everyone can understand what CSR is about.
- A shared vision and understanding can lead to local improvements and action plans.
- A variety of tools, including follow-up and measurement, means that everyone can be reached.

— INTERVIEW WITH —



FIONA MILLER
Expert in Internal Digital Communication at Involve

So Fiona, what are the benefits of internal digital communication for your CSR work?

- It reaches everyone, no matter where in the world they are, with the same message.
- Communicating in local languages means that everyone can understand what CSR is about.
- A shared vision and understanding can lead to local improvements and action plans.
- A variety of tools, including follow-up and measurement, means that everyone can be reached.

How do you engage the organisation in the company's CSR work using digital communication channels?

Internal communication about CSR works best when it is truly anchored within a

company. Film, animations, quizzes, cases and dilemmas are useful tools to motivate employees. It is important to take a company's policies and transform those pieces of paper into action that employees can understand and live up to in their daily work. It can also be worthwhile using a mix of digital and non-digital channels, e.g. activating employees via discussions and workshops to create action plans. A good example of a company that understands the importance of working on internal CSR communication is Lantmännen, the Swedish agriculture cooperative. Their online Code of Conduct training program is mandatory for everyone and managers can follow up on employee progress.



ABB is one of the top-ranked companies in this year's CSR section of the Webranking by Comprend. We asked them to provide us with an insight into how they work with digital communication to communicate their CSR work as well as reflect on future challenges when it comes to CSR communication.





Suzanne Lagerholm, Head of Corporate Communication, ABB Sweden and Inger Larsson-Schulz, Web Manager ABB Sweden

Strategy + storytelling

Why is ABB the Swedish winner of this year's CSR section of the Webranking by Comprend?

Sustainability is part of our DNA and we are striving to present a true and transparent picture of the work we do as part of our sustainability culture.

We have developed our sustainability website together with our global team and the Webranking shows that our focus on web and digital communication is starting to pay off. We attract many visitors to the site and they stay for a long time on the sustainability pages, which proves that the content is of interest to them.

What is your main focus when communicating sustainability?

It is crucial that we communicate our sustainability work to all stakeholders as transparently as possible. Sustainability is also important in our offering to the market and within our organisation, and we aspire to reach both customers and employees with a clear and consistent message.

What are the future challenges and opportunities concerning sustainability communication?

One sustainability communication challenge is to build greater trust in the solutions to the societal challenges we are faced with. Our

technology offers solutions now – it is not a vision for the future – and this is what our slogan “Power and productivity for a better world” is all about. It helps us in being true and consistent in our communication. Sustainability includes many different areas so we also need to guide our stakeholders to what is most important for them.

What are your main communication channels for sustainability?

Web and digital communication is highly prioritised in all our communication, and sustainability is no exception. Our website makes it possible to easily view sustainability from different perspectives, for example by describing strategies and policies whilst telling the stories of how employees and others contribute towards sustainability. The website tells the story in a very clear and understandable way, which we mirror in our internal channels. It is the best tool to communicate in a sustainable way!

➔ Have a look at ABB's sustainability section new.abb.com/se/om-abb/hallbar-utveckling



TOP COMPANIES – ENI AND TELECOM ITALIA

As usual, Italian companies are in the top of the Webranking. The top five companies, which besides Italian companies includes the Dutch giant Unilever, all scored over 9.0 points. 28 Europe 500 companies scored over 7.5 points in the CSR section of the Webranking.

This year's winners are Eni, the Italian oil and gas company that has held the CSR ranking title for the past three years, and Telecom Italia that were ranked third in last year's Webranking. Both companies managed to increase their points in this year's Webranking and received an impressive 10 points, which is the maximum possible score. This is an increase from 9.4 and 9.3 respectively in last year's Webranking. Snam, the Italian natural gas infrastructure company, came third by increasing its total points from 8.6 to 9.6 (up from seventh place last year).

BEST COUNTRY – SWITZERLAND

Switzerland is defending its title as top country in the CSR section in the Webranking with an average of 5.4 points. United Kingdom came second with 5.3 points, an increase from 4.4 points last year when the country was ranked sixth. Sweden take the third spot by climbing one position from the previous year. Finland come in fourth place while Italy and Germany share the fifth place with 5.0 points. The top five companies all receive an average of 5.0 points and above.

BEST INDUSTRY – CHEMICALS

The Chemicals and Utilities industries typically compete over the top spot in the CSR section of the Webranking. This year, Chemicals has the top industry score for the second year in a row with an average 4.8 points. The industry has reached the top spot three times in the last four years. Utilities, which held the number one position in 2013, received an average of 4.4 points this year. Basic resources are in third place with 4.1 points, which received 3.7 points last year. Oil & Gas, with 4.0 points has increased its total points by 0.5 points from last year, taking it from the eight position to the fourth place.

RANKING	COMPANIES	POINTS
1	Eni	10
1	Telecom Italia	10
3	Snam	9.6
4	Generali	9.2
5	Unilever	9
6	ABB	8.8
6	Arcelormittal	8.8
8	Lloyds Banking Group	8.6
9	H&M	8.5
9	Intesa Sanpaolo	8.5

RANKING	COUNTRIES	POINTS
1	Switzerland	5.4
2	United Kingdom	5.3
3	Sweden	5.2
4	Finland	5.1
5	Italy	5.0
5	Germany	5.0
7	Netherlands	4.3
8	Denmark	3.8
9	France	3.3
9	Spain	3.3

RANKING	INDUSTRIES	POINTS
1	Chemicals	4.8
2	Utilities	4.4
3	Basic Resources	4.1
4	Oil & Gas	4.0
5	Food & Beverage	3.8
6	Personal & Household Goods	3.7
7	Automobiles & Parts	3.6
8	Industrial Goods & Services	3.5
8	Construction & Materials	3.5
10	Health Care	3.4

Business best-practice

Be inspired by how some of the top scoring companies in this year's Webranking work with digital channels.

LLOYDS BANKING GROUP "STORYTELLING AND STRATEGY COMBINED"

With the clear purpose of "Helping Britain prosper" as a starting point, Lloyds Banking Group clearly sets the scene for the company's CSR work and how it engages with the local community in its everyday business. The company's website is transparent in that it offers the reader insights into different projects that the bank is involved in and provides accessible social and environmental data. This in combination with a clear structure makes everything easy to find and very readable.

ARCELOR MITTAL "DIGITAL COMMUNICATION THAT MAKES CSR DYNAMIC"

Arcelor Mittal is a great example of how to maximise a website to realise dynamic CSR communication. Their sustainability website gives the visitor a deep and vibrant insight into their efforts in the area. Arcelor Mittal's comprehensive and informative materiality journey demonstrates how their CSR strategy is based on materiality. Additionally, they have both a local as well as a global perspective. Go ahead and get inspired on how to use digital channels to make CSR more dynamic.

GENERALI "VALUE-ADDING STAKEHOLDER DIALOGUE IN DIGITAL CHANNELS"

Generali is an excellent example of how to conduct a value-adding stakeholder dialogue. The company uses a variety of channels for listening to and communicating with each stakeholder group on their website. They also outline the needs and expectations of each listed group on their website, which serves as a platform for informing stakeholders of specific action plans and the results achieved. Generali truly knows how to interact with key stakeholders using digital communication.

CONTACT OUR CSR AND WEBRANKING EXPERTS TODAY



Carina Silberg

Executive Director, CSR and Sustainability Communication
+46 709 71 12 54
carina.silberg@halvarsson.se



Helena Wennergren

Director and Head of Webranking
+46 70 971 12 10
helena.wennergren@comprend.com

COVER: Illustration by Anton Svensson, mockup by Freepik.

PHOTO: Page 1, Saifallah Al-Zobaydee. Inside cover & P.2: Grisha Levit, used under CC BY / Modified from original. Page 5, Nestlé, used under CC BY. Page 10-11, ABB.

CONTRIBUTORS TO THE PUBLICATION

COMPRED: Helena Wennergren
H&H: Sara Andersson, Johanna Bark, Richard Cutler, Karolina Dubowicz, Robin Franzén, Carina Silberg, Anton Svensson
SPRINGTIME: Jessica Bissmark
INVOLVE: Fiona Miller
JUNG RELATIONS: Dora Streiffert

PRINTERS: Göteborgstryckeriet, April 2016.



HALLVARSSON & HALVARSSON GROUP

H&H Group is an independent owner of leading communication agencies
Hallvarsson & Halvarsson, Comprend, Jung, Springtime and Involve.
The agencies combined has more than 200 professionals advising clients
from offices in Stockholm, London and Lisbon.