

SWITZERLAND TOP 60

2019



lundquist.future

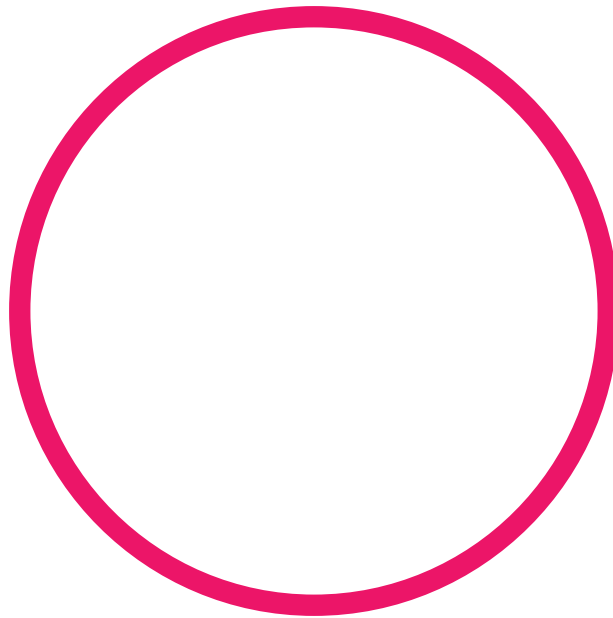
assessing communications for sustainability

lundquist.future

assessing communications for sustainability

The year 2078 I will celebrate my 75th birthday. If I have children maybe they will spend that day with me. Maybe they will ask me about you. Maybe they will ask why you didn't do anything while there still was time to act. You say you love your children above all else and yet you're stealing their future in front of their very eyes.

Greta Thunberg, speech to United Nations, December 2018

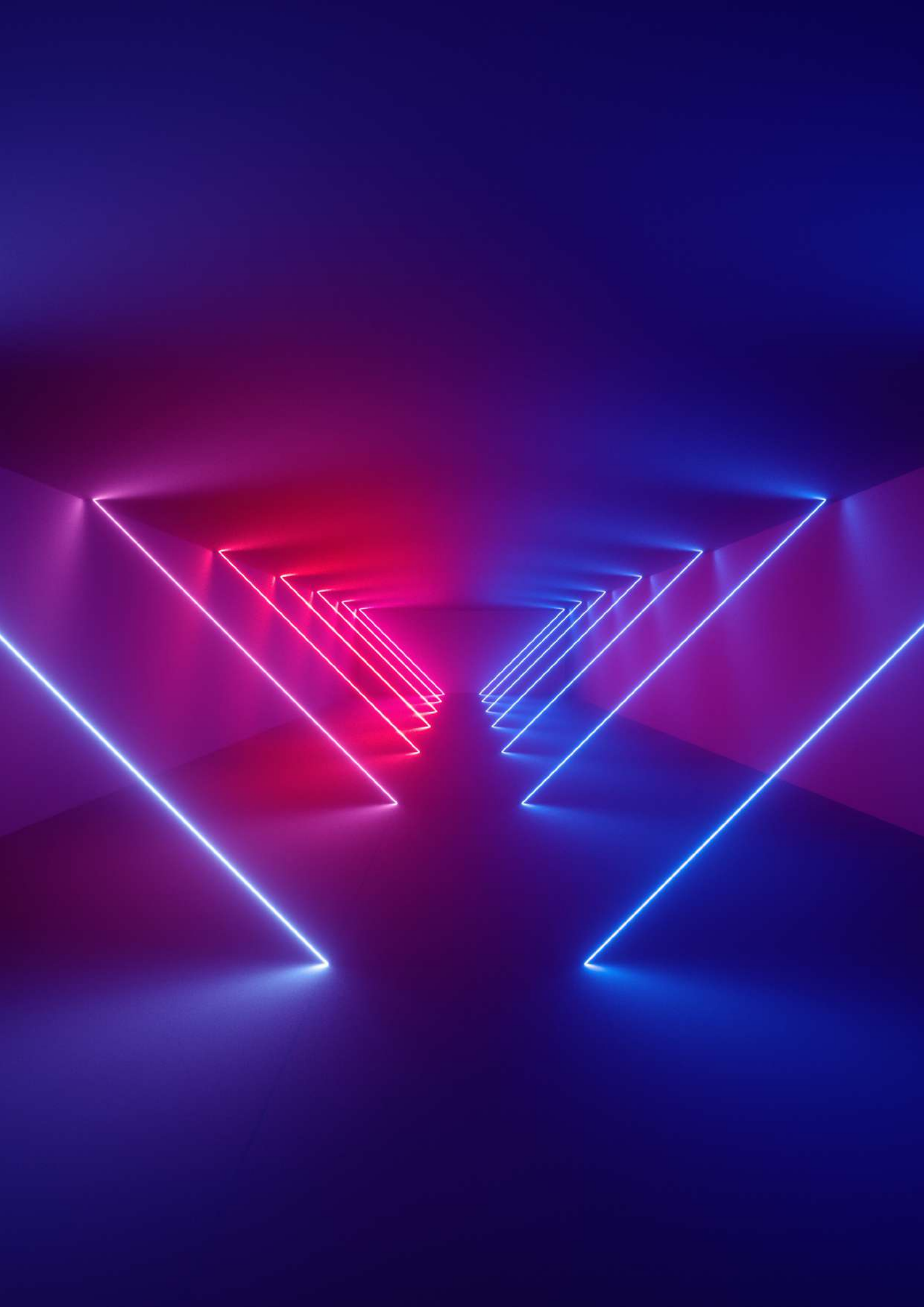


.FUTURE SWITZERLAND TOP 60 – 2019 EDITION

At Lundquist, we've been working on sustainability and corporate social responsibility (CSR) for 12 years, organising our thinking in a dedicated piece of research – the CSR Online Awards, which saw seven editions.

Today we are witnessing a dramatic shift in the scenario, in terms of sustainability itself and the way technology has altered how we access information and maintain relationships. Our thinking is evolving too as we investigate the role of digital in a more sustainable and responsible future.

With this whitepaper we are introducing a new phase in our research with .future (pronounced “dot-future”). At the same time, we are resuming our focus on the top Swiss companies, the 7th time we have examined their sustainability communications since 2009.



WELCOME TO .FUTURE

Our new research takes the best from a decade developing the CSR Online Awards and takes a new, future-oriented perspective built around real stakeholder expectations: we're looking for credible and concrete stories about sustainability.

Back in 2007 when we launched the first edition of the Lundquist CSR Online Awards, we wanted to explore how to talk about corporate sustainability in new digital channels.

We felt there was a need to break with a report-driven approach that tended to churn out static, technical content and ignore the needs of the digital user.

Today, that mission is as urgent as ever, driven by surging interest in sustainability and an expectation that business should articulate how it is contributing to our collective future challenges.

SAME MISSION, NEW PERSPECTIVE

In launching .future, we've chosen to organise our communications model around two pillars because we believe that successfully engaging on sustainability topics depends on a combination of two elements:

Content with substance based not only on a structured process to manage material impacts but also a future oriented vision and agenda for change.

Engaging the user-stakeholder in a way that shows how the business is meeting its societal responsibilities and takes part in the wider conversation about a better future.

Our ambition with .future is to discover who is leading the way and share examples of how effective sustainability communications can be constructed, helping companies to be better prepared for this evolving scenario.

"Our research is challenging because it reflects the urgency of today's context, in which companies are being called upon to give concrete and convincing answers. As sustainability becomes more integrated with innovation and business transformation processes, communication needs to evolve too and become more dynamic, interconnected and strategic."

*James Osborne
Head of sustainability,
Lundquist*



CONTENTS OF THIS WHITE PAPER

INTRODUCTION

- The context that underpins our method •
 - The .future evaluation model •
- page 5

1

How do Swiss companies perform?
page 8

2

Five ingredients of a credible strategy
page 10

3

Connecting the dots
page 12

4

Social media and sustainability: who's leading the conversation?
page 13

5

Sustainability in a story
page 14

6

.future results (Switzerland)
page 16

THE CONTEXT THAT UNDERPINS OUR METHOD

The approach that we have adopted in .future is based on real stakeholder expectations, on the digital and media context and on leadership attributes in corporate sustainability.

Studies about Millennials reveal that ethical, social and environmental issues are important in forming perceptions of brands and businesses. These attitudes are no longer just a niche generational phenomenon but are becoming widespread among consumers.

Millennials and consumer attitudes: new trends for brands and employers

As consumer concerns about sustainability grow, most people are **focused on the impact of the products and services** they buy or are thinking of buying and are less engaged by corporate information about the responsibility of a company as a whole. Moreover, for many people, it goes deeper than product transparency: they want to know about the company's or the brand's position on sustainability, ethics and relevant issues in the public debate.

So, from this perspective, business impacts are front-of-mind, and consistent, credible brand values are an important element of awareness and loyalty. In a "post-truth" world, true transparency is based on a relationship between business and society, formed through engagement. Sustainability can support credibility and trust by **expressing coherently how a company operates, its ambition and future goals.**

The connection between sustainability and trust extends to the workplace, where it's a key to forming a culture and purpose that can attract the best talent and sustain loyalty. Many people are aware of the wider impacts of the work they do and are keen to take an active role in finding sustainable solutions.

In this context, "joined-up" communications is critical to showing an authentic and credible approach to sustainability. Consumers and young employees turn most frequently to social media to check out purchases, brands and businesses because they trust the opinion of people in their network and have a knack for sniffing out superficial commitments. But the company's own websites are critical too in providing an authoritative source of information.

WHAT CONSUMERS EXPECT

50% would like full information about a product or service on the brand's website.

55% say companies aren't providing enough information on social, health, safety and environmental issues.

62% want companies to take a stand on current and broadly relevant issues like sustainability, transparency or fair employment practices.

39% look for sustainability information about a product on the company's websites or in reports.

WHAT LINKEDIN USERS WANT

37% optimise their job to align with work that matters to them.

38% consider purpose as important in their career choices as pay and status.

WHAT MILLENNIALS ASPIRE TO

75% would accept a lower salary if they could work for a responsible company.

89% say they want to be active participants in finding more sustainable business practices.

Sources: Label Insight Transparency ROI Study 2016. The Honest Product Consumer Goods Forum/Futerra, October 2018. AccentureStrategy 2018. PwC, Global Consumer Insights Survey, 2018. Purpose at Work 2016 Global Report, LinkedIn/Imperative. Cone Communications Millennial Employee Engagement Study, 2016.

ESG topics are connected to financial performance and good governance

In financial markets, environment, social and governance (ESG) topics have rapidly taken on importance in judging the long-term success of companies.

Materiality has become a useful tool for identifying critical topics and clear connections are being made between financial and non-financial KPIs.

It's not just that sustainability is deemed financially material to investment performance, investors also cite client demand and the need for new products (e.g. green bonds) as reasons for this trend.

82% of investors globally take ESG factors into consideration in their investment decisions¹

In Europe especially, investors find ESG to be effective in changing companies' behaviour, which reminds us of the connections between sustainability, governance and investor relations.

For asset owners such as sovereign funds and insurance companies, cross-cutting topics such as climate change, inclusive growth and board diversity have emerged as concerns and the Sustainable Development Goals (SDGs) are frequently adopted as a common framework¹.

45% of global asset owners are actively aligning their investments with the Sustainable Development Goals²

What makes a leader in sustainability?

Why are some companies perceived as leaders in sustainability? Experts cite the following attributes as most important in determining which companies they admire:

- Integrated sustainability values
- Sustainability as part of the business model/strategic approach
- Leadership from top management
- Good communications and advocacy
- Ambitious targets and results³

These points have directly relevance for communications and are backed up by our own surveys of sustainability professionals and experts. To grasp how credible a company's commitment and actions are, they tell us look above all at:

- Sustainability strategy
- Credible engagement of stakeholders
- (Quantitative) targets
- Focus on material topics and business impacts⁴

All these different expectations give us a list of ingredients for good sustainability communications, and we've built them into our research methodology. What emerges is that stakeholders want to know **how a business is working towards future wellbeing for people and the planet in a way that is structured, incisive and authentic** (in the sense of being underpinned by genuine dialogue and collaboration with relevant stakeholders).

Sources

1. Survey of 652 investment professionals globally by Amir Amel-Zadeh (Said Business School, Oxford University) and George Serafeim (Harvard Business School), published in *Financial Analysts Journal*, Vol. 74, No. 3, 2018.
2. Morgan Stanley Institute for Sustainable Investing and Morgan Stanley Investment Management: *Sustainable Signals, Asset Owners Embrace Sustainability* (June 2018. 118 large global asset owners).
3. Globescan-SustainAbility Leaders Survey 2018 - 729 qualified sustainability experts globally
4. Lundquist .future survey 2017-2019; 350 sustainability experts in Europe and N. America

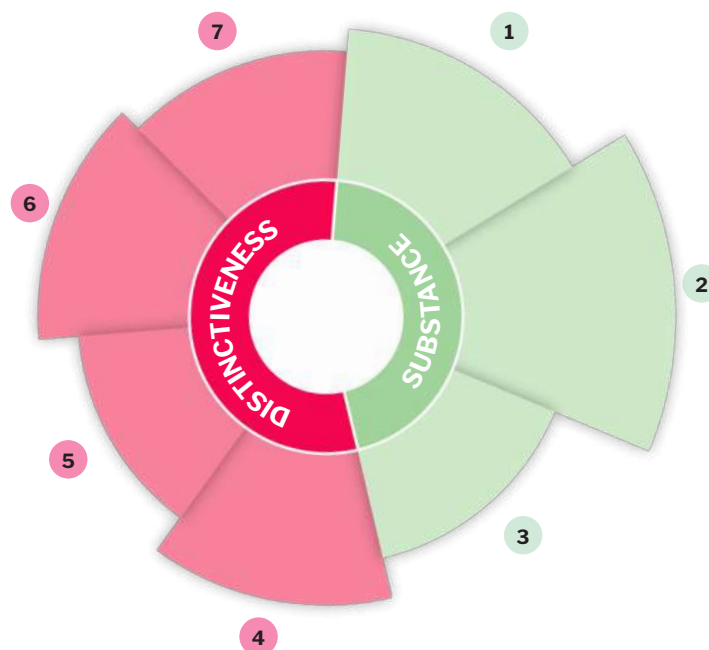
THE .FUTURE EVALUATION MODEL

To be credible and engaging, sustainability communications needs to respond to this complex context and go beyond a technical reporting approach that focuses above all on explaining past performance. That's why we've organized our evaluation model around two pillars.

The first part of our evaluation – **Substance** – seeks to evaluate the sustainability approach of a company and its transparency. It has three sections and gives a total of 45 points out of 100. The second part – **Distinctiveness** – aims to understand how engaging this content is for users; it has four sections that add a maximum of 55 points.

As a first step in our evaluations, we subject all companies to a “Core” test (max. 20 points) to make sure there is a minimum level of information on the website, based on what stakeholders say is essential (all criteria from Concrete and two criteria from Ongoing). Companies that don't reach the average score (just over 8 points out of 20 in Switzerland) are excluded from the full evaluation.

In this edition, we assessed 60 Swiss companies (members of the SMI Expanded index plus 10 leading non-listed brands), examining the content of the entire corporate website, social media channels and related digital properties (magazines, mini-sites, etc.).



Note: the size of each segment reflects the weighting given to each section out of the total of 100 points.

SUBSTANCE

1. CONCRETE

Providing a core set of environmental, social and governance information, from policies, reports and guidelines to data and objectives.

2. EXHAUSTIVE

Allowing users to see “under the bonnet” with information on key topics and explanations of how sustainability is managed (stakeholder engagement, governance, etc.).

3. INTERCONNECTED

A joined-up approach to content that presents sustainability as part of the business approach and provides specific information for investors, customers, jobseekers, etc.

DISTINCTIVENESS

4. STORIES & VIEWPOINTS

Telling an engaging, unique story focused on the most important issues and showing what sustainability means day-to-day through storytelling, video and visual communication.

5. ONGOING

Keeping stakeholders updated and involved on a regular basis and remaining open to feedback and comment.

6. USER FRIENDLY

Ease of navigation, legibility and search as well as use of visuals. Includes rating by our partner Siteimprove for accessibility, SEO and absence of errors.

7. SOCIAL

Leveraging social media to listen, inform and engage in corporate social media accounts. Includes an analysis of Twitter and Facebook metrics by our partner **TWIG**.

1 HOW DO SWISS COMPANIES PERFORM?

Credibility is rooted in communications that exploits the best of digital to engage the user but is grounded in transparency and a rigorous, strategic approach. Companies need to skilfully balance these two aspects to engender trust in stakeholders.

.future offers a new way of understanding how companies are positioned in terms of sustainability communications and how they rate against peers and competitors. We measure communications from two connected perspectives: on the vertical axis (Substance) we measure the information that users need in order to

understand a company, the facts and figures that define the substance of what it does and why; on the horizontal axis (Distinctiveness), we track user experience and engagement, from stories and viewpoints to the use of social media. By rating companies on these two pillars, we can position them into four quadrants.

Swiss performance by communications style



THE NARRATORS

This category includes companies that present comprehensive and information-rich content - even through stories or blogs - and supports this with proactive user engagement and social media. Their strategic approach to sustainability runs through all communications and is conveyed in both a rational and emotional way.

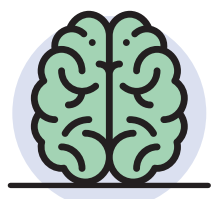
SWISS RESULTS: Just two companies - **Nestlé** and **Roche** - manage to make it into this top category and do so quite comfortably, striking a good balance between Substance and Distinctiveness. The number of Swiss "Narrators" is far below our European benchmark (18% of Europe's top 50 companies).



THE GLITTERATI

Companies in this category often focus on what is visually striking and exploit social channels to talk about sustainability without supporting their vision with concrete information and projects. While their websites certainly give off a wow factor, they can be superficial and the inability to explore topics in depth frustrates users.

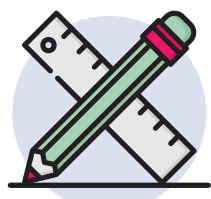
SWISS RESULTS: More than 1 in 10 of the Swiss companies we evaluated fell into this category, led by **Clariant**, which stands out for its storytelling approach and good user experience, followed by **Syngenta** and **Givaudan**. Some of these companies are not far from the "Narrator" category but suffer from shallow content on the website.



THE EXPLAINERS

These companies are clear in laying out a robust set of sustainability information but lack the ability (desire) to engage effectively. The tendency is to explain and describe sustainability at a rational level: here we find overly detailed sites often aimed at a technical audience and dominated by text, numbers and documents.

SWISS RESULTS: A couple of Swiss companies fit this description - **Credit Suisse** and **Zurich Insurance** - and only by a small margin. It's not common to find detailed and exhaustive information about sustainability on Swiss websites: only four companies scored 50% or more on the Substance pillar.



THE TRADITIONALISTS

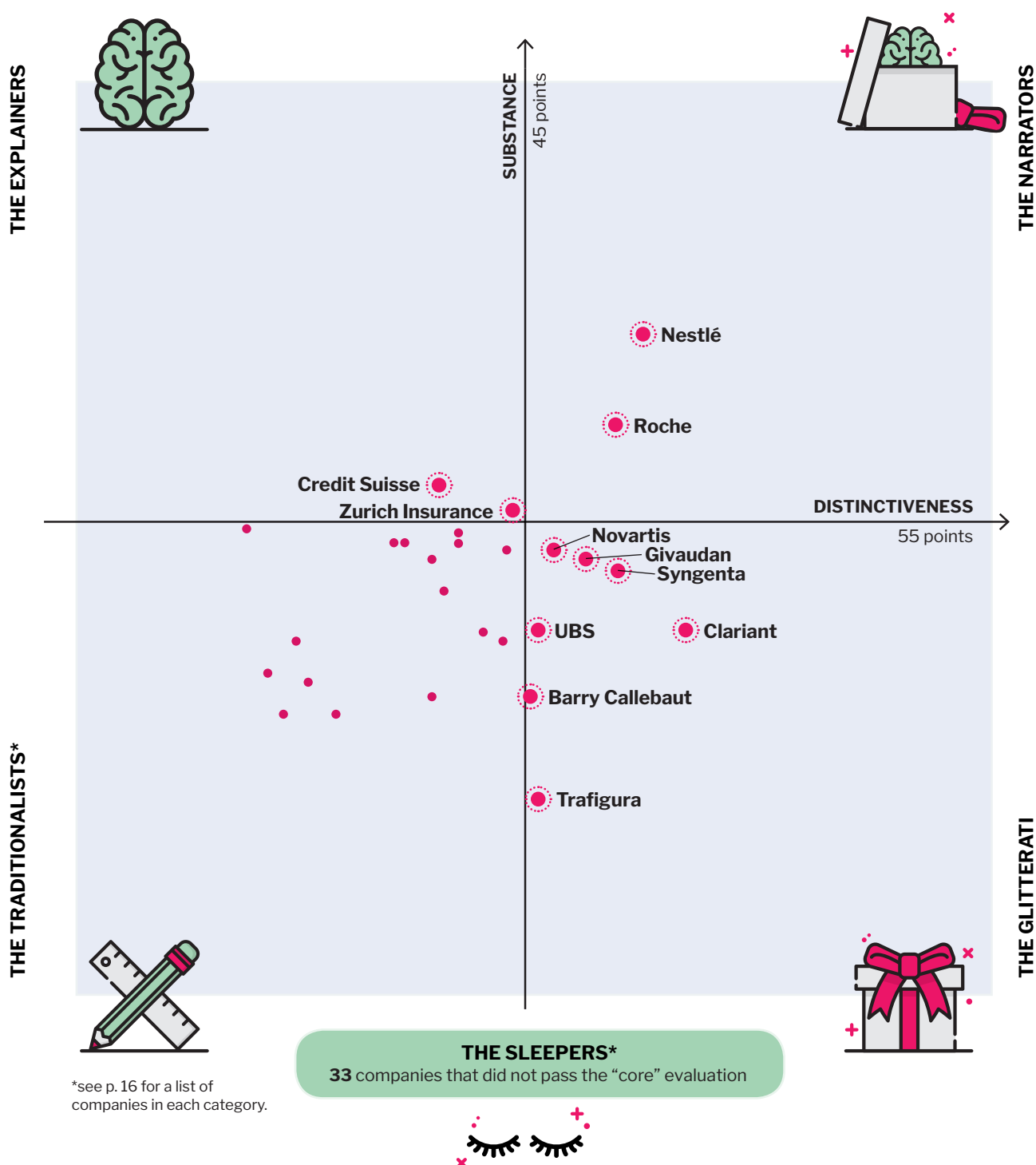
This is the most dangerous area to be in since it indicates the absence of a culture of transparency and attention to the digital user. These companies tend to focus on technical and compliance disclosure, without demonstrating a distinct corporate identity. Key themes (if any) are treated in a basic way.

SWISS RESULTS: About a quarter of the companies we assessed finished in this quadrant. Companies at the top end here and ready to break into a higher category include **ABB**, **Firmenich** and **Sonova**. Below this level, a staggering 33 companies (55%) fail to meet our minimum standard for sustainability information ("Core" evaluation) and didn't qualify for a full assessment (they are "Sleepers").

Sleeping in Switzerland? Weakness in transparency undermines credibility

The key point to emerge from our research is that Swiss companies are consistently falling below the mark in providing the essential building blocks of sustainability communications. For almost all companies, it's the substance that is the weak link with many lacking a robust and structured approach to non-financial transparency. That's deleterious, because we know how important it is for credibility. We flunked 55% of Swiss companies in our test of online ESG content: that's four times higher than our benchmark of Europe's top 50 companies but in line with our previous Swiss study two years ago.

The average score (41.9 out of 100) reflects better performances in Distinctiveness thanks to efforts in **social media** channels such as LinkedIn and increased use of **storytelling** to shine a light on sustainability efforts. **Connecting sustainability-related information across the digital ecosystem** is a definite challenge. **Nestlé** is the only company to attain our "Gold" standard while **Roche** the only "Silver". The best improvers since our previous study were **Givaudan** (+13.25 points) followed by **Syngenta**, **LafargeHolcim** and **Sonova**.



*see p. 16 for a list of companies in each category.

2 FIVE INGREDIENTS OF A CREDIBLE STRATEGY

Many stakeholders consider strategy to be the most critical element when evaluating a company's sustainability. In the future, we identify some of the ingredients needed to gain trust in this battle for credibility.

1. Make your commitment

Your starting point is a brief, high-level purpose that defines overall ambition, looks to the future and highlights the role/identity of the company and its sustainability.

2. Know your priorities

You must identify – from the vast panorama of sustainability impacts and challenges – your most pressing issues in order to lay out clear priorities and areas for action (best if this is done by engaging both internal and external stakeholders).

3. Set measurable targets

Broad goals are not enough for demanding stakeholders. You must set qualitative and quantitative targets in the short/medium term (best if also for the long term) for the business, the environment and social impacts.

4. Measure your progress

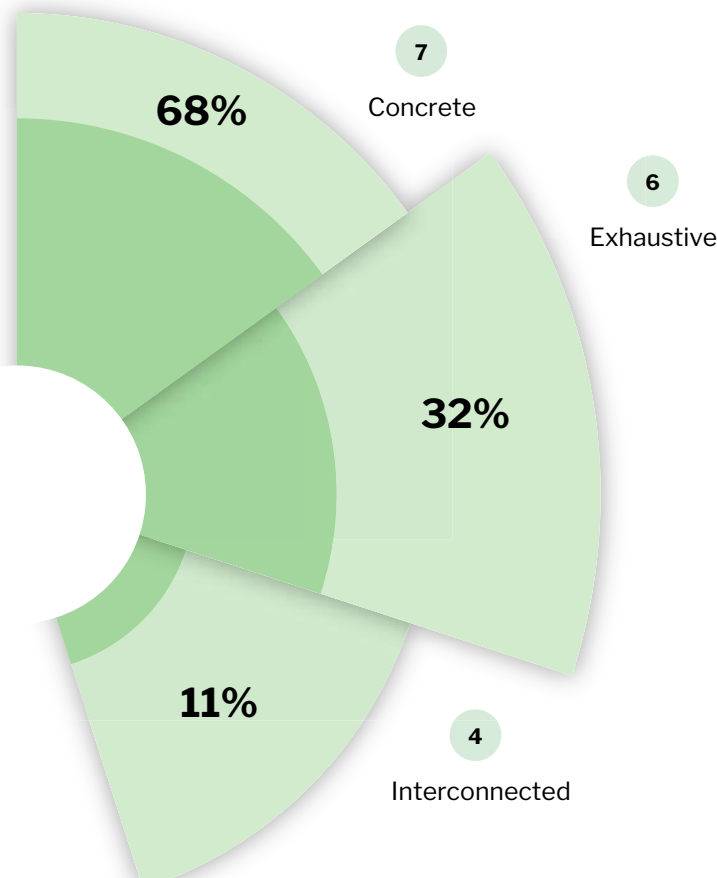
To prove that you are making progress toward your declared targets, stakeholders need evidence of steps taken and progress made. Achievements and KPIs become relevant for understanding your ability to “walk the talk” and keep your promises.

5. Connect to the wider sustainability context

Stakeholders measure the real value of a sustainability strategy by looking at how it responds to the broader context of challenges and trends both at a global and sector level (the UN SDGs provide a framework useful to every business but with a tone of voice available only for professionals).

Performance in the Substance pillar

Average score as a percentage of the maximum score



BEST PERFORMERS

In Substance



CREDIT SUISSE

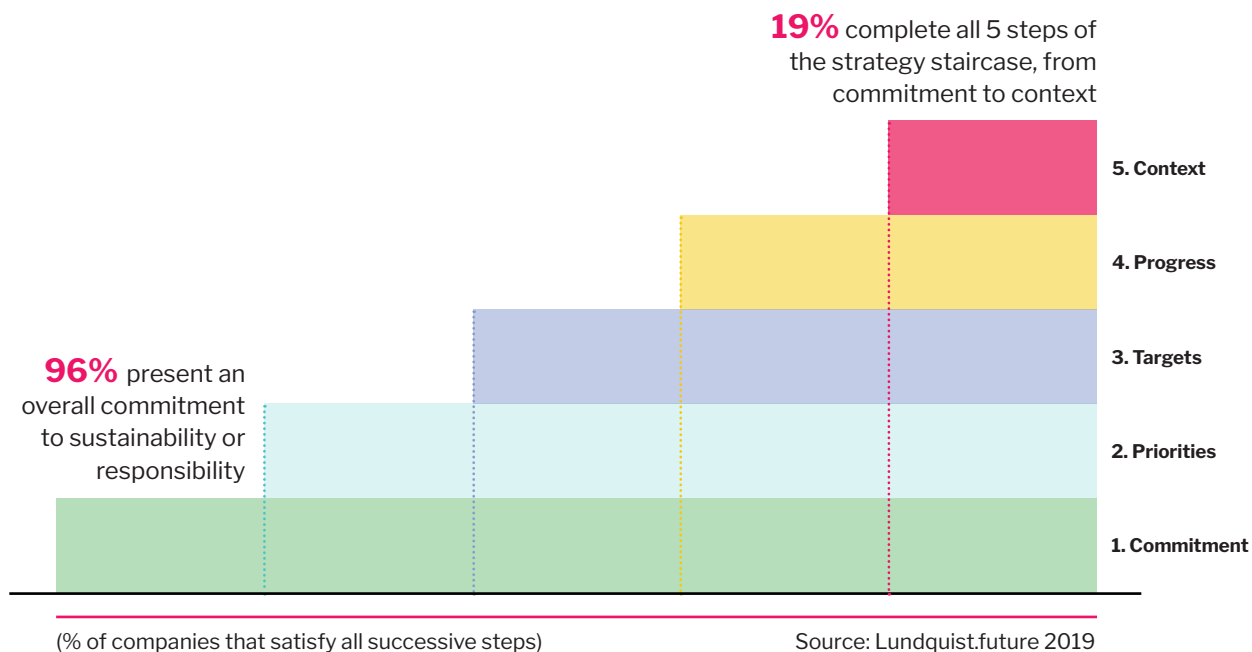
ZURICH

RICHEMONT

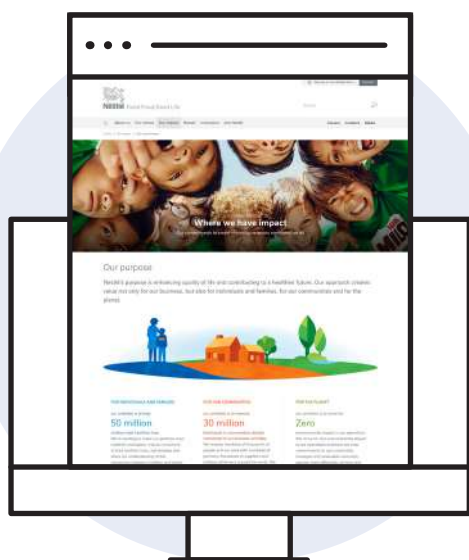
Who's at the top for their sustainability strategy?

Of the Swiss companies that qualified for a full evaluation, almost all of them (81%) manage to complete the first three steps of the strategy “stairway”. This is an encouraging sign that almost all the companies we looked at lay out targets for tackling priority issues.

The challenges emerge on the final two steps: while most companies publish performance and mention, for example, the SDGs, only about a quarter of companies link this information to their strategic objectives.

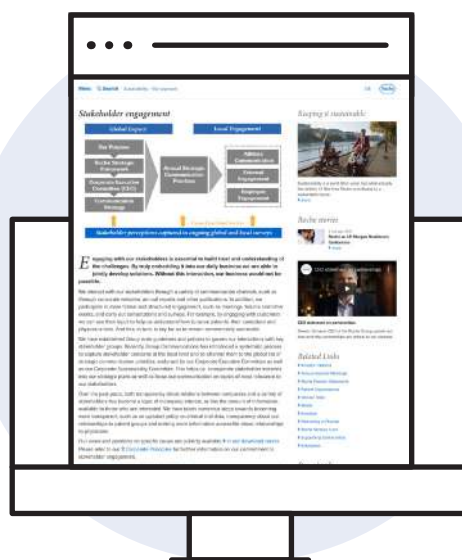


Ones to watch



NESTLÉ

Provides an effective overview of its sustainability strategy. Performance and progress against targets are clearly identified as well as its environmental and social commitments set against the context of its broader business strategy.



ROCHE

Presents its stakeholder engagement strategy clearly and exhaustively, highlighting any ties with the company's material themes. For each type of stakeholder, the company details the specific process of engagement and the reciprocal interests that are fostered thanks to the creation of these relationships.

3 CONNECTING THE DOTS

How can different areas of a company take advantage of the complexity of various sustainability topics and effectively engage different audiences and stakeholders? Our answer is: interconnected content.

With .future, we introduce a new concept for sustainability communications: "interconnected" content.

This new idea springs intuitively from two facts: on the one hand sustainability areas of company websites still tend to get few visits, mostly coming from technical, professional users such as ESG analysts; on the other hand, interest in specific environmental, social and governance issues is growing in a range of stakeholders. The challenge is to bridge this gap sensibly through a user-centred approach: it's not enough to just place a few cross-links and we're not advocating duplication of content around the website, either. But companies are discovering it's most effective to tackle critical topics more than once.

What's important is for sustainability topics to be addressed in different ways to reach multiple audiences with their own interests and priorities. Key topics – for example, diversity, strategy and innovation – can be seen from different points of view in different parts of the communication ecosystem. It's time to go beyond storytelling as the sole focus for spreading the sustainability message.

These different dimensions of the sustainability narrative should be properly connected into a logical, intuitive whole that enriches sustainability communication as a cross-cutting theme in all its websites, on social media as well as in magazines and blogs.

The questions that led us to "Interconnection"

1

Does an investor easily find information about ESG performance or responsible investments in the IR section?

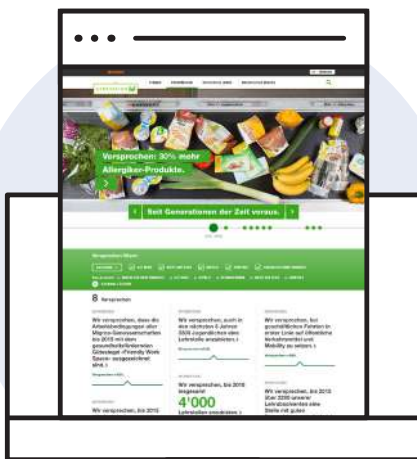
2

Can a jobseeker find out about the approach diversity in the careers section or discover what volunteering initiatives are on offer?

3

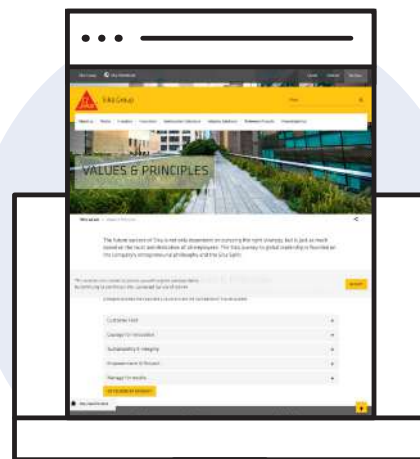
Do customers find out about product responsibility or the company's sustainability on the commercial, brand or product website?

Ones to watch



MIGROS

Presents the policies and initiatives that it has directed towards employees with a high level of detail in the careers section. This information is also presented again in the Sustainability section, grouped under their "8 promises" - the specific targets upon which the company centres its Human Resources.



SIKA

Presents sustainability information in a very interconnected way throughout the various sections of the website. Commitment and Sustainability strategy, two key themes, are reintroduced within the presentation of the company's "Values and Principles" in the About Us section of the site, therefore exposing the centrality of sustainability themes in Sika's business.

4 SOCIAL MEDIA AND SUSTAINABILITY: WHO'S LEADING THE CONVERSATION?

Social media has upended the way companies can engage stakeholders. Performance metrics enable us to understand which companies have found the keys to unlocking attention, trust and credibility.

Rising interest in sustainability is pushing businesses to build relationships beyond traditional corporate and professional audiences. As they examine how best to do that in social media channels, sustainability is being called upon to play various roles, from thought leadership to employer branding.

What does best practice reveal? Clear integration of sustainability into a broader corporate narrative and engagement strategy: social media is never just another channel to push out content but an opportunity to leverage sustainability to build trust.

Social media performance and best use of Facebook and Twitter

FACEBOOK

31% Sustainability share of total posts
32% Sustainability share of total engagement (likes, comments and shares)

Best use of Facebook

syngenta

Not just engagement with sustainability themes, but all posts (even financial ones) are presented with a nod towards sustainability, blurring the boundary between business and CSR.

Other stand-out results:

Sustainability share of total engagement:
Syngenta: 65% - Clariant: 53%

Annual volume of sustainability posts:
UBS: 161 - SGS: 151

TWITTER

22,5% Sustainability share of total tweets
23,2% Sustainability share of total engagement (likes, comments and retweets)

Best use of Twitter

Nestlé

Other than sponsoring various corporate sustainability activities, Nestlé is committed to bring to light and foster engagement around critical sustainability themes, particularly regarding food and health.

Other results:

Sustainability share of engagement:
Nestlé: 56,4% - Syngenta: 54,1%

Annual volume of sustainability tweets:
Nestlé: 919 - Syngenta: 577

OUR PARTNERSHIP WITH TWIG TO MONITOR SUSTAINABILITY ON SOCIAL CHANNELS

Through our partnership with Twig we analysed companies' activity related to sustainability issues on Facebook and Twitter.

Our analysis covered one year of activity on corporate Facebook and Twitter accounts. We created a list of material keywords related to the sustainability context, divided into 5 clusters and translated into 5 languages, and used them to identify the posts and tweets that contributed to the sustainability debate. This enabled us to see which companies talk the most about sustainability but also which ones manage to generate the most engagement.

Number crunching

230 EUROPEAN COMPANIES COVERED
1 YEAR OF SOCIAL MEDIA ACTIVITY
36,000 TWEETS MONITORED
9,400 POSTS ANALYSED

5 Thematic Areas

ECONOMY AND INNOVATION
COMMUNITY
HR
ENVIRONMENT
BUSINESS PRACTICES

5 SUSTAINABILITY IN A STORY

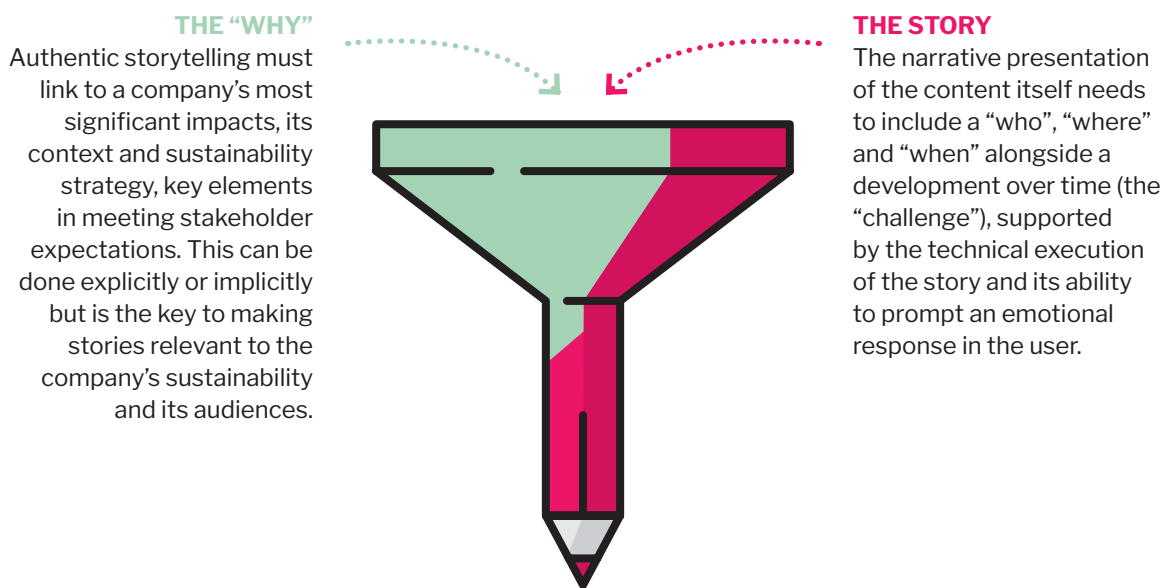
Digital has opened up new ways to communicate and continues to bring us new tools, but sustainability storytelling needs to address material issues and be relevant in a wider context to avoid the trap of self-referentiality.

Stories, articles, videos, blogs: these are just some of the ways companies today are looking to go beyond traditional disclosure and share their sustainability message more widely.

As ecosystems gets richer day by day, opportunities to engage audiences grow. In .future we try to understand how these new forms of content can be effective by creating more interest for sustainability issues and bringing a greater number of user-stakeholders to discover a company's impacts and actions.

Ingredients of sustainability storytelling

Good sustainability storytelling is always made up of two distinct parts:



SUSTAINABILITY STORYTELLING

In this research, we have combined these two elements so that we can evaluate not only how effective the content produced really is but also the story's ability to depict a company's daily reality, from its strategic actions to the context it operates in.

Storytelling to support sustainability

What are the key elements needed to build an effective and relevant story?

1

CONVEYING THE COMPANY'S APPROACH & IMPACTS

Do the stories illustrate and exemplify how the company addresses its material ESG impacts?

85% of the companies studied have stories related to their internal strategy

2

ADDRESSING THE EXTERNAL CONTEXT AND ISSUES

Do the stories help you understand the context the company operates in and address its hot topics?

30% of the companies studied have stories related to their external agenda

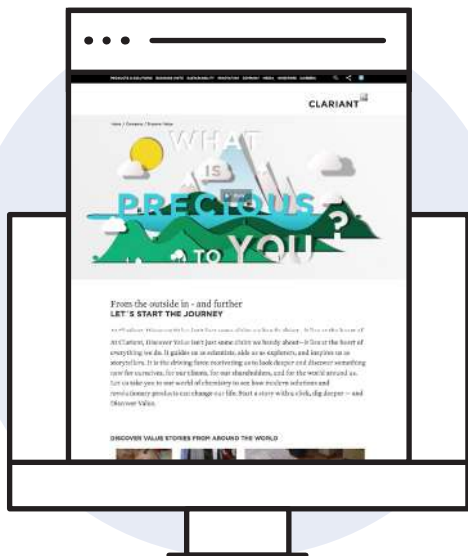
3

GIVING VOICE TO STAKEHOLDERS

Does the company let (internal and/or external) stakeholders talk about topics in their own words?

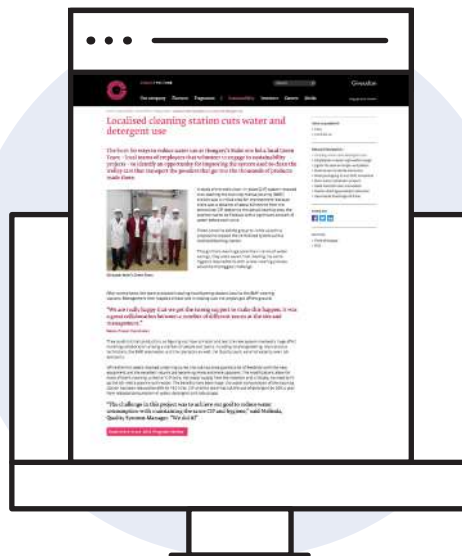
63% of the companies studied present their sustainability from the point of view of their stakeholders

Ones to watch



CLARIANT

Transmits a distinctive vision of sustainability. Aside from its good user experience and easy navigation, the various case studies are brought to life through distinctive visuals and a long-form structure that combines images, graphics, and videos to show how sustainability relates to the company's future. The company's social media accounts have also been well employed in this sense.

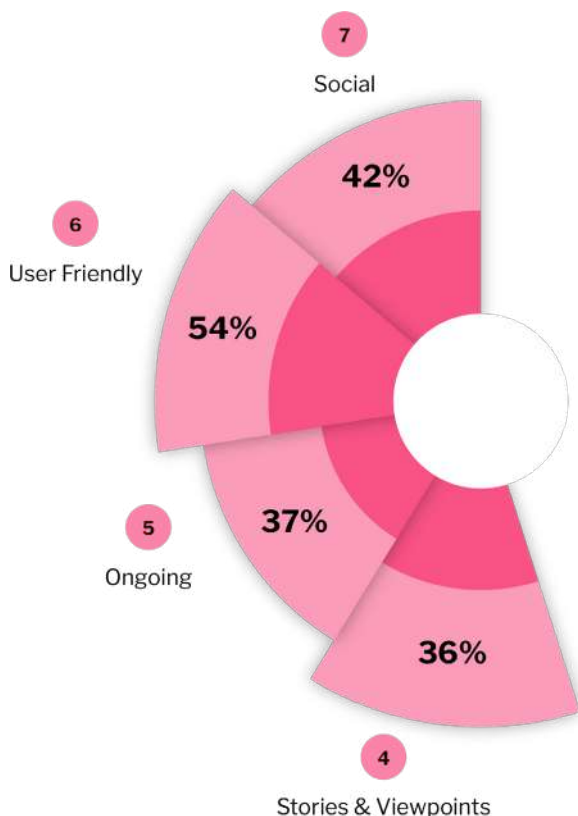


GIVAUDAN

Discloses sustainability information with a simple and pleasing aesthetic. The cases presented help the reader delve deeper into the company's material themes, as well as the ways in which Givaudan takes on some of the most prevalent themes in sustainability, all written in the voice and persona of the company's stakeholders. Their YouTube channel is also noteworthy, with ample time in their videos being dedicated to sustainability.

Average performance in Distinctiveness pillar

Average score as a percentage of the maximum score



BEST PERFORMERS

In Distinctiveness



6 .FUTURE RESULTS

Switzerland Top 60 - 2019

GOLD CLASS

(Companies scoring at least 60% of maximum in both pillars)



Nestlé



Roche

SILVER CLASS

(Companies scoring at least 50% of maximum in both pillars but not qualifying as Gold)

BRONZE CLASS

(Companies scoring 50% or more in only one pillar, i.e. Glitterati and Explainers)



Barry Callebaut

Clariant

Credit Suisse Group

Givaudan

Novartis

Syngenta

Trafigura

UBS

Zurich Insurance Group

TRADITIONALISTS

(Companies below 50% of maximum in both pillars)



ABB

COOP

Firmenich

Georg Fischer

Helvetia Group

LafargeHolcim

LGT

Lindt & Spruengli

Migros

Richemont

SGS

Sika

Sonova

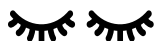
Swisscom

Swiss Life

Swiss Post

THE SLEEPERS

(Companies that fail to reach the average score in the “core” evaluation)



ADECCO
 ACTELION
 AMS
 ARYZTA
 BALOISE GROUP
 BATA
 DKSH HOLDING
 DORMAKABA
 DUFREY
 EMS-CHEMIE
 FLUGHAFEN ZUERICH
 GALENICA
 GAM
 GEBERIT
 IDORSIA
 JULIUS BAER
 KUEHNE + NAGEL
 LOGITECH
 LONZA
 OC OERLIKON
 PARTNERS GROUP
 PSP SWISS PROPERTY
 RINGIER
 SBB
 SCHINDLER
 STRAUMANN
 SUNRISE
 SWATCH GROUP
 SWISS RE
 SWISS PRIME SITE
 TEMENOS
 VIFOR PHARMA
 ZÜRCHER KANTONALBANK

NOTE

The evaluation protocol of .future consists of 7 sections with a maximum score of 100 points. We analysed the English language version of corporate websites and social media channels linked from the website. “Core” evaluations were carried out in February 2019 using the Concrete criteria and two Ongoing criteria (with a threshold of qualification of at least 10.5 points out of 20) while full assessments took place in March-April 2019.

Assessments focus not only on the sustainability section (or equivalent) but cover all sections of the website.

A penalty system for problems in user experience reduces the score by 0.5 for each issue detected (within the score for User Friendly).

For Twitter and Facebook, scores are based on metrics available from the social networks' API (number of posts and total engagement as the sum of likes, comments and shares/retweets). The analysis includes 1 year of activity (from September 2017 to August 2018).

ABOUT US



Lundquist bridges the gap between companies and their audiences: that's because we get to know both intimately.

Specialists in corporate communications and sustainability, we are independent, international and trusted to guide companies towards greater transparency and stakeholder requirements.

We put our minds to work using structured, rigorous approaches to ensure each project is unique and tailored to the client's specific circumstances.

For more information: lundquist.it

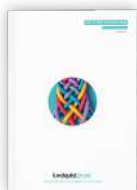
HOW WE CAN HELP

As we embed sustainability into day-to-day operations, the interconnection between strategy, reporting, engagement and communication is increasingly tight. For this reason, the .future method is an integral part of our approach to sustainability. Our vision is for disclosure to become a starting point for a dynamic, constructive relationship with stakeholders and, ultimately, a value for the business itself. With our strategic approach and in-depth understanding of corporate reputation and stakeholder expectations, we are well positioned to support companies in a range of sustainability services:

- **STRATEGY THROUGH ENGAGEMENT**
- **NON-FINANCIAL REPORTING**
- **DIGITAL-FIRST COMMUNICATIONS**

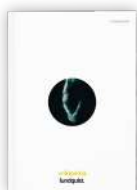
Thanks to its clear and measurable criteria, .future can help to resolve weaknesses in sustainability communications and define strategies to improve both in the short and long term. It's a great opportunity for raising awareness internally about the importance of communications, engagement and dialogue as assets for successful sustainability strategies and for learning from best practice companies.

Research as the basis for our work



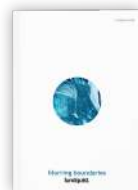
.trust

The .trust research evaluates companies' ability to effectively narrate their brand and business, to communicate their leadership and establish trust with their stakeholders. Our focus is to capture the ability of corporate communications to support competitiveness and to inspire trust.



Wikipedia

Going back to 2008, we have been monitoring the exhaustiveness of Wikipedia articles about major corporations. Through the study, we defined guidelines for companies to help them engage with the Wikipedia community in a constructive manner.



Blurring Boundaries

New in 2018, the research seeks to guide companies through the transforming landscape of sustainability reporting. It focuses specifically on integration of sustainability themes into the broader reporting ecosystem and provides a benchmark of 50 sustainability leaders in Europe.



Webranking

Since 1997, Webranking monitors corporate and financial communications through the digital channels of the largest listed companies in Europe. It measures the gap between stakeholder expectations and what companies are actually presenting. The research is based on a yearly survey of stakeholders' needs.

Want more information?

For more information, and to request a bespoke, in-depth analysis for your company, contact:

Paolo Cominetti

Project manager .future
paolo.cominetti@lundquist.it

TWIG.

Twig is a data management company which offers services that integrate research, data analysis and communications. Thanks to scraping e text mining instruments, TWIG's Web Listening service collect information about users online "conversations", interprets all the text data and create an output with concrete indications on web reputation management.

Aldo Cristadoro

Data manager
+39 035 221953 | aldo.cristadoro@twig.pro | www.twig.pro

Siteimprove

For our user experience analysis we collaborated with Siteimprove, a software company which seeks to simplify website management. This intelligent automation software provides the necessary indications for managing a website with optimum performance.

Marcus Kosak

Account Manager - Switzerland
mrk@siteimprove.de | www.siteimprove.com

.....
Get in touch for more information
about our work:



Joakim Lundquist
Lundquist CEO

t (+39) 339 5013612
joakim.lundquist@lundquist.it



James Osborne
Head of Sustainability
and Lundquist Partner

t (+39) 349 7937853
james.osborne@lundquist.it



Paolo Cominetti
Project Manager
.future

t (+39) 344 2384260
paolo.cominetti@lundquist.it



