

# Lundquist CSR Online Awards Germany 2010

Assessing online CSR communications  
based on stakeholders' needs

20 December 2010

## CSR Online Awards

### Germany 2010:

Annual study of online CSR  
communications in Germany

**30** components of the DAX  
index evaluated

**77** evaluation criteria used

**100** points maximum score

**44.6** average score for top

**30** German companies

**256** replies to survey from

CSR professionals

in **30** countries

**Most German companies fail to exploit the potential of the web to provide transparent and engaging sustainability information to stakeholders. Henkel, RWE and Deutsche Post are best performers in communicating corporate social responsibility online.**

The CSR Online Awards 'Germany' returns for a second edition to assess how the country's biggest companies communicate corporate social responsibility (CSR) on the internet. The study reveals a lack of in-depth CSR information is published online and little incentive for stakeholders to get engaged on sustainability issues.

The research, published today, ranked the 30 companies included in the benchmark DAX index. The average score increased slightly to 44.6 points out of 100 from 42.8 obtained in 2009, indicating growing attention to CSR communication via the web. However, aside from a handful of leaders, results still indicate that most German corporations are failing to use their corporate websites as a tool to be more proactive and accountable for their sustainability strategy. Above all, they are not exploiting the web to establish an ongoing dialogue with stakeholders on critical CSR issues and their future priorities.

Household-goods company **Henkel** retained its first place in the CSR Online Awards 'Germany' 2010, followed by utility **RWE** in second position. The podium was completed by logistics group **Deutsche Post**, which jumped up from 15th last year. Other companies in the top 10 (in descending order): **E.On, Deutsche Bank, Allianz, BMW, Adidas, Bayer** and **Siemens**.

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## 1. Main findings

Top 10 Germany (points out of 100)	
1. Henkel	(73 points)
2. RWE	(67)
3. Deutsche Post	(66.5)
4. E.On	(64)
5. Deutsche Bank	(62.5)
6. Allianz	(59.5)
7. BMW	(58)
8= Adidas	(53.5)
8= Bayer	(53.5)
10. Siemens	(52.5)

The CSR Online Awards 'Germany' classification assessed for a second year how leading German companies communicate corporate social responsibility (CSR) online. The findings reveal a tendency to present broad CSR commitments, with key information such as data and initiatives buried in reports. More importantly, German companies do not seem to take advantage of the web to get stakeholders engaged in a constructive dialogue on sustainability topics.

The research, conducted annually by communications consultancy Lundquist, evaluates how corporate websites are used as a platform for CSR communications and stakeholder engagement. The 'Germany' ranking examines the 30 members of the DAX index, representing about 80% of the total capitalisation of the German stock market. This ranking is part of the broader CSR Online Awards research project, which includes the 'Global Leaders' classification evaluating 91 top members of the Dow Jones Sustainability Index (DJSI), and country rankings for Austria, Italy, Switzerland and the UK, with a total of about 200 websites assessed.

Each website was judged by Lundquist using a set of 77 evaluation criteria (76 in 2009), drawn up on the basis of a survey of more than 250 CSR professionals and sector experts from almost 30 different countries. (For more information, see the Approach and Methodology section on page 8).

The average score increased to 44.6 points out of 100 from 42.8 obtained in 2009. This improvement comes despite the more specific and stricter criteria used in the evaluation this year and suggests German companies are increasingly attentive to their online CSR communication. Websites performed quite well in providing general information on environmental protection and their participation in framework conventions and CSR associations. They were weakest, however, on dialogue, news, interactivity and topical issues such as socially responsible investment (SRI).

*"Banking failures and oil spills have made people increasingly suspicious when they hear companies talk about sustainability or responsibility," said James Osborne, head of CSR communications at Lundquist. "But many companies don't seem to be willing to engage on these issues using the most dynamic and open medium they have – the internet".*

### Top 10 'German leaders' in online CSR communications

**Henkel**, with 73 points, managed to retain its first place in the CSR Online Awards 'Germany' 2010. Its CSR communication comes across as credible as it is closely related to its daily business activity and features vast use of case studies and comments by stakeholders. More importantly, the company exploits different online channels, such as blogs and social media, to disseminate its CSR information and to dialogue with its stakeholders.

**RWE's** 67 points earned it second place, up 6.5 points this year. The utility offers detailed environmental and social information plus original initiatives such as an online platform to dialogue with stakeholders and get employees engaged in volunteering activities.

**Deutsche Post** was this year's best improver, jumping to third position with 66.5 points – up 20.5 from last year. The company's adoption of web-based reporting, giving priority to the Responsibility section as the focus of its CSR reporting, helped put it top in the all-important "content" area of the research.

**E.On** was fourth on 64 points, thanks to its intense activity of stakeholder dialogue, reported in detail in the online CSR section. **Deutsche Bank** (62.5), another best improver in 2010, came fifth thanks to its strategic attention to socially responsible investments (SRI). **Allianz's** 59.5 points earned it sixth, by providing remarkable information on ethics and governance. **BMW** came seventh (58), due to its attention to initiatives for employees and the wider community. **Adidas** and **Bayer** both slipped to joint eighth position while **Siemens** closed the "top 10" with 52.5 points.

### From Germany to the world: the broader context of the 'Global Leaders' ranking

As last year, the German classification is accompanied by the CSR Online Awards 'Global Leaders' 2010 study, which ranks 91 leading members of the Dow Jones Sustainability Index (all members of the Dow Jones Sustainability World 80 Index plus the DJSI super-sector leaders for 2009-2010).

Thirteen German companies were included in this ranking: **Adidas, Allianz, BASF, Bayer, BMW, Daimler, Deutsche Telekom, E.On, Munich Re, RWE, SAP, Siemens** and **Volkswagen**. In general, German companies performed well in the classification, beating the overall international average (51.4 points for the 13 German companies compared with a general average of 47.6). **RWE** was, however, the only company to make the global top 10, obtaining the 5th position after Eni, Hewlett-Packard, Nestlé and UBS.

The global classification is entirely comparable with the German ranking since they are both based on the same evaluation protocol. The same is true for country-specific rankings for Italy, Austria, Switzerland and UK.

### The German scenario: areas of strength and weakness

The overall average score for the 30 companies taken into consideration was 44.6 points out of 100, slightly increasing from 42.8 points in 2009. This modest improvement indicates that German companies are paying more attention on how to best communicate CSR information to their stakeholders. Our analysis, however, highlighted how this commitment fails to go beyond often standard statements and to keep pace with stakeholders' expectations for online engagement.

When taking into account performance by all 30 DAX companies, the average German score was lower than 'Global Leaders' average. This suggests the German scenario in CSR communications is split between a group of leaders and a greater number of companies whose performance is still far from sufficient.

The evaluation criteria were enhanced this year to better reflect the demands of stakeholders. The 100-point evaluation protocol is divided into the following three sections:

- >> **Content** (42 criteria for a total of 55 points) to evaluate the quantity and quality of CSR information available
- >> **User Experience** (16 criteria for 21 points) to determine how easy it is for users to find information and the overall layout of the CSR section
- >> **Ongoing Engagement** (17 criteria for a total of 23 points) to assess the ability of companies to provide information on a continuing basis and to generate interactive dialogue

A final point was available for some commendable aspect of the website not covered by the criteria – with a point deducted for any negative elements not foreseen by the protocol.

Chart 1

**Top performers in...**

**Reporting:**  
 E.On, Bayer, Deutsche Post

**Environment:**  
 Deutsche Bank, BMW, RWE,  
 Siemens, Deutsche Post

**Social:**  
 Henkel, E.On, RWE

**Ethics & governance:**  
 E.On, Henkel, Allianz

**Interactivity:**  
 Henkel, SAP

**Dialogue & contacts:**  
 Lufthansa, Henkel, MAN

Breakdown of average score by macro-areas (average points and maximum shown)



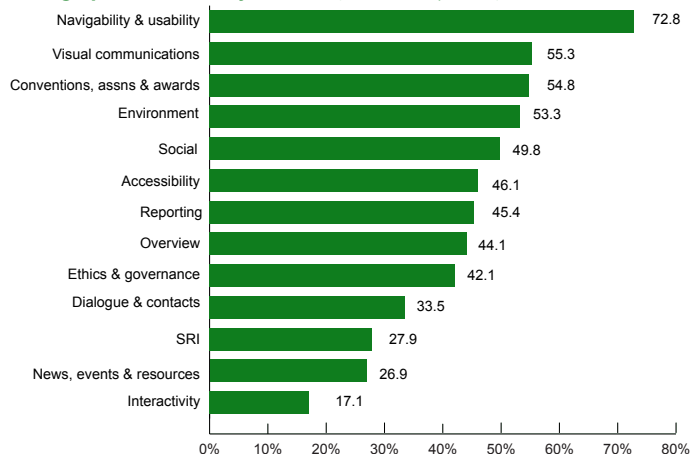
Source: Lundquist CSR Online Awards 2010

Companies did best in the **User Experience** section while performance was barely adequate in the **Content** section (see chart). However, the results for the **Ongoing Engagement** section were dismal, with an average of only 26.1% of the maximum points available and a dearth of interactive functionality, blogs, news, events and contact information.

In general, it emerges that German companies present CSR sections that are satisfactory from a technical (and often graphical) point of view, while content is often too generalised or consigned to reports that are published only once a year and left unexplored by the vast majority of website visitors. Companies fail, above all, to exploit interactive tools and real-time options offered by the web to get closer to their stakeholders and engage them on sustainability issues.

Chart 2

Average performance by section (% of max points)



Source: Lundquist CSR Online Awards 2010

This tendency is underscored by the large differences in the performance in the 13 sections that make up the evaluation protocol (see chart). Top-scoring areas were generally related to the quality of the website presentation itself: the average score exceeded 70% of the maximum available for the **Navigability & usability** section and 55% for **Visual Communications**.

In terms of core content, the **Environment** section was most satisfactory, probably because companies have more experience in disclosing such information, supported by an awareness of the importance not only of

internal processes to manage environmental impacts but also of public opinion. DAX companies also tend to provide plenty of information about membership of international conventions such as the Global Compact and CSR associations, obtaining almost 55% the maximum available for the **Conventions & Awards** section.

Scores were much lower for Interactivity, availability of **News, events & resources, SRI content** and **Dialogue & contact information**. German companies obtained around 25% of the available score in these sections, undermining their commitment to transparency and stakeholder engagement.

### Transparency as the main ingredient for credibility

A detailed analysis of the results of the research suggests that German corporate websites fail to reach a high level of transparency when presenting CSR information. A general trend observed is that companies do not hesitate to declare a strong commitment to sustainability, without then providing users with the necessary tools to verify it: namely quantitative and comparable data, as well as specific policies for sensitive CSR issues. For example, out of the 30 companies studied:

- >> 13% present **quantitative targets** as well as progress on previous goals
- >> 30% provide extensive **employee data**
- >> 53% do not offer the possibility to compare **environmental data** with past performance or future targets
- >> 7% give data on reported **infringements of the code of ethics**
- >> 63% do not give scores obtained in **sustainability ratings**

*“Many companies don’t attribute sufficient importance to online CSR communications, even though the internet is a first port of call for many stakeholders,” explained **Ornella Ponzoni**, CSR researcher at Lundquist. “The corporate website is the perfect place for companies to demonstrate a credible commitment to CSR and to solicit debate on sustainability performance.”*

### Don’t be shy of third-parties opinions

A second point is that many websites appear to have a self-referential approach to CSR communication, providing information that is not verified by third parties, stakeholders or other partners. It is important to clearly explain to stakeholders how sustainability management systems are implemented and verified in order for them to get a clearer opinion on the company’s responsibility strategy. In this respect, our study found that:

- >> 80% of evaluated websites do not contain any information on **assurance of the sustainability report**
- >> 63% of the companies fail to use the CSR section to inform stakeholders on measures taken to **manage risk**
- >> only 27% of the websites provide information on **environmental certification**
- >> more than 60% of the companies do not provide information on **certified social standards** implemented, for instance in health and safety

- >> none of the websites refer to a methodological system for measuring **social investments**
- >> most companies do not provide practical examples of their CSR initiatives: more than 50% do not present **environmental case studies** and 70% do not offer reports from **stakeholder dialogue initiatives**

## The need for two-way CSR communication

CSR communication has to be engaging, interactive and, above all, tailored for each company's audience. Our analysis shows that, even when companies provide adequate CSR information, they are not always able to leverage the internet to establish an ongoing relationship and dialogue with stakeholders:

- >> few corporations offer sustainability **news** (50%) and **events** (0%) to increase stakeholders' interest in CSR issues
- >> 7% of websites provide a recent presentation for **SRI analysts and investors**
- >> 7% have a **blog, chat or forum** on CSR issues to establish a real-time discussion with stakeholders
- >> 10% use **social media channels** to dialogue with users on sustainability topics
- >> few websites give users the possibility to get real-time CSR information: only 7% provide CSR-specific **RSS feeds**, while none offer an **e-mail alert** service for sustainability topics
- >> 57% of the websites do not provide **social tagging** functionality to allow users to share CSR information

*"Our research shows that companies are failing to exploit the internet's potential and are missing out on a series of advantages provided by the web: the ability to make messages and exchanges more personal, keep stakeholders constantly updated and seek feedback and debate," said Sara Troiano, CSR researcher at Lundquist. "These are all elements that can enhance credibility on corporate responsibility issues."*

## Anyone there?

Maybe the most powerful indication of a company's willingness to cooperate with stakeholders on CSR issues is given by the availability of **contact information**. However, just 27% of the evaluated companies provided personal contact details of the CSR team, with the remaining 73% split among those that did not offer any contact at all (13%) and those that let users to address impersonal contact forms.

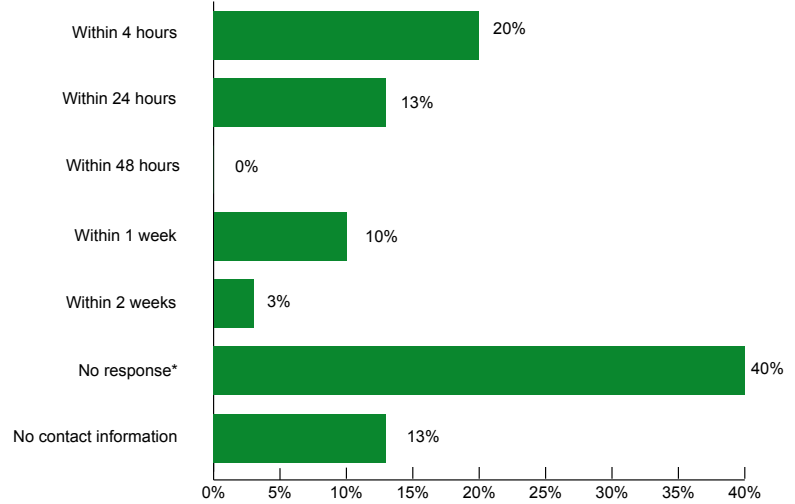
As part of the CSR Online Awards, the responsiveness of DAX companies was put to the test. Each company was approached during normal working hours using the email address or feedback form provided on the corporate website: a message from a fictitious independent ESG analyst was sent asking for basic information about the company's governance structure for CSR.

Results were curiously mixed. Of the 26 companies contacted, 12 never responded while about one third responded within 24 hours. Among the fastest responses, **E.On** got back after 40 minutes and **HeidelbergCement** and **Metro** replied almost within an hour.

Once again, the study highlights a large difference in performance between few leaders in CSR communications and a greater number of companies not paying enough attention to this subject matter. The chart below shows a quite distinct split between those corporations able to respond promptly to stakeholders while 53% either don't take the trouble to answer or fail to establish a channel for dialogue.

**Chart 3**

**Response times to practical test (% of 30 companies)**



\* Two companies replied after 2 weeks

Source: Lundquist CSR Online Awards 2010

## 2. Approach & methodology

### Assumptions behind the research

The CSR Online Awards are underpinned by a series of assumptions about the main ingredients for successful online corporate communications. These 'pillars' of online communications are the result of many years' work with leading European companies on their web strategy and our annual surveys of CSR professionals, experts and stakeholders.

#### Six pillars of online CSR communications

##### Comprehensive

A website must satisfy all the requirements of its key users, eliminating their need to go elsewhere for information

##### Integrated

A website must work as a whole and provide links between different sections (CSR, corporate governance, IR, careers, etc.) and to off-site social media channels

##### Open

Website content must be open to feedback, discussion and debate, including via social media, with companies demonstrating that dialogue is heard and used

##### User friendly

Users must be able to find what they are looking for with minimum time and clicks through intuitive and jargon-free navigation

##### Engaging

A website should employ a range of multimedia tools – including video, animation, images, graphics and interviews – to draw the audience in, tell a dynamic story

##### Concrete

Users want hard facts, pertinent and credible data and case studies, not self-promotion and marketing messages

### Developing the evaluation protocol

The evaluation criteria are based on a survey sent to CSR professionals, sector experts, stakeholders as well as CSR managers of companies included in the study (see below for details). The aim of the annual survey is to identify the essential information they look for online and trends in the use of website content and social media. Answers to the 2010 survey (excluding CSR managers and other corporate 'insiders') were analysed to revise existing criteria, create new ones and to calibrate the allocation of points so as to reward sites that best respond to user needs. Feedback from the previous editions of the CSR Online Awards was also taken into consideration when revising criteria.

A total of 77 criteria were used (76 in 2009), divided into 13 sections and giving a total of 100 points. The evaluation protocol was divided into three macro areas:

- >> **Content** (seven sections totalling 55 points)
- >> **User Experience** (three sections for 21 points)
- >> **Ongoing Engagement** (three sections totalling 23 points)

This split reflects the fact that the most important aspect of online communication is content, but also that success involves taking advantage of the internet to make CSR information easily available and to facilitate interaction between website owner and user.

A final point was available to reward useful information or interesting features of websites that were not covered in the criteria. New in 2010 was the penalty point, subtracting 1 point for negative aspects that were not covered in the criteria, including out-of-date information.

The evaluation protocol used in the CSR Online Awards is the same for all rankings, including the 'Global Leaders' ranking and country classifications for Austria, Italy, Switzerland and the UK, meaning that all results are directly comparable.

### Subdivision of evaluation protocol by section

Macro area	Section	Criteria	Points
Contents	Overview	7	11.0
	Reporting	5	9.5
	Environment	6	8.0
	Social	9	10.5
	Ethics & governance	6	7.0
	SRI	4	5.5
	Conventions, associations & awards	5	3.5
	<b>TOTAL</b>	<b>42</b>	<b>55</b>
User experience	Navigability	7	12.0
	Visual communications	5	6.0
	Accessibility	4	3.0
	<b>TOTAL</b>	<b>16</b>	<b>21</b>
Ongoing engagement	Interactivity	8	8.5
	News, events & resources	6	7.0
	Dialogue & contacts	3	7.5
	<b>TOTAL</b>	<b>17</b>	<b>23</b>
	Commendable information	1	1.0
	Penalty point	1	-1.0
	<b>GRAND TOTAL</b>	<b>77</b>	<b>100</b>

### Changes to the criteria in 2010

On the basis of the survey and feedback from the 2009 edition of the research, substantial changes were made to improve the evaluation protocol to make it better reflect user preferences and trends in online communications.

Fourteen criteria were deleted from the protocol and 15 new criteria were introduced. Another 10 were revised in the way points are allocated. The scoring of a number of other criteria was also amended in light of the responses to the survey.

**Examples of new criteria in the 2010 evaluation protocol**

Content	User Experience	Ongoing Engagement
Environmental targets	Use of images	Presence in social media
Whistleblowing procedure	CSR section start page communications	CSR videos
Responsible products & services		Stakeholder dialogue
Risk management		

**Website assessments**

The criteria were used to evaluate the English language version of the corporate websites of the DAX companies in September-October 2010 (evaluations formally closed on 2 November). The 13 companies also included in the ‘Global Leaders’ ranking were evaluated in July due to different timing schedule of this classification. Each company’s website was evaluated twice by two different Lundquist analysts. Top-ranking companies were evaluated a third time.

The assessment was restricted to the CSR (or equivalent) section of the website to reflect the fact that content must be easy to find for users interested in these issues. Content outside of this area (for example, in corporate governance, investor relations or career sections) was evaluated only if there was a direct link from the CSR section to the relevant page or document. Although this rule may seem excessively restrictive, it aims to reward those websites that fully integrate CSR-related information, for example with cross-links. Given the size of many corporate websites, users cannot be expected to scan dozens (or even hundreds) of pages to find the information they need.

Where companies have more than one section of the website (at the same menu level) dealing with CSR-related issues, all of these sections were evaluated. For example, some companies split their information between Citizenship and Environment sections.

The contents of CSR reports (whether interactive or in PDF) were excluded from the assessment because the research aims to understand how well corporate websites are used to communicate CSR and not to assess the quality of reporting per se. As above, content was evaluated whenever a direct, specific link was provided to the relevant page or pages in the CSR report as a way to guide users to more in-depth information. Report contents were evaluated only in the case of web-based reporting, when the report was fully integrated into the CSR section or completely substituted the CSR section: this generally means that users navigate seamlessly between the corporate site and the report (no change in the menu structure and page layout, no change in the basic URL of the corporate site, no need to open another window or tab in the browser).

As a result of this rule, however, some companies received low scores that may have otherwise commendable online CSR reports. This is particularly the case for those companies that have little or no information on CSR in the corporate site and depend almost entirely on an online report to carry out the task of CSR communications.

### 3. CSR Online Awards Survey 2010: Time to get real-time and personal

The Lundquist CSR Online Awards Survey 2010 was conducted to understand how CSR professionals – people who work regularly on corporate responsibility and sustainability issues – use the internet to get information and exchange views. Following the 2009 survey, which focused on the relevance of CSR information during the economic downturn, this year's study concentrated on how the internet can be used to enhance stakeholder engagement and on the role of social media.

A total of 256 people answered the survey during May and June 2010, 39% more than for the 2009 survey. They included sustainability consultants and financial analysts, academics, journalists and NGOs. CSR managers and other company representatives were invited to respond to see how their responses differ from those of stakeholders. The responses showed how the immediacy and intimacy created by the online environment – and by social media in particular – mean stakeholders expect corporations to communicate non-financial information on a more real-time and personal basis.

#### Key findings

- >> Communication of CSR needs to move away from annual disclosure towards a real-time relationship: stakeholders want a regular flow of information, in variety of formats and media
- >> Only a quarter of respondents think annual CSR reporting is adequate with 38% saying infra-annual updates would be “very useful”
- >> Social media are emerging as an important space for discussion, dialogue and sharing information: but company officials are failing to grasp their importance
- >> A quarter of those giving feedback to companies use web-based chats, forums, social media and blogs – in line with those writing letters
- >> LinkedIn is the most popular social media platform for CSR with almost twice as many non-corporate respondents using it at least monthly for this purpose than Twitter
- >> More than a third of respondents are reading CSR-related blogs at least once a week
- >> Key information for website users includes environmental and social data, targets, code of ethics and supply-chain management

A six-page report presenting a summary of the survey findings is available for free download from our website at [www.lundquist.it/research](http://www.lundquist.it/research).

#### About Lundquist

Lundquist is a strategic communications consultancy in Milan, Italy, specializing in online corporate communications. Our consultancy services and extensive research programs cover online financial communications, the corporate website and social media. We have particular expertise in the communication of corporate social responsibility (CSR) as well as employer branding, copy editing and content strategy, all founded upon intimate knowledge of international best practice and emerging trends in online communications.

#### CSR Online Awards research team

James Osborne (head of CSR communications), Andrea Di Turi, Vesna Dokic, Ornella Ponzoni, Sara Rusconi, Sara Troiano, Cristina Urban

### Full classification of CSR Online Awards Germany 2010

Position 2010	Position 2009	Companies	Points 2010	Change 2010- 2009
1	1	Henkel	73	+ 5.5
2	4	RWE*	67	+ 6.5
3	15	Deutsche Post	66.5	+ 20.5
4	5	E.On*	64	+ 4
5	14	Deutsche Bank	62.5	+ 16
6	7	Allianz*	59.5	+ 1.5
7	8	BMW*	58	+ 1
8 =	2 =	Adidas*	53.5	- 7.5
8 =	2 =	Bayer*	53.5	- 7.5
10	9 =	Siemens*	52.5	- 3
11	20	Deutsche Lufthansa	50	+ 15
12	6	BASF*	48	- 11.5
13	16	Linde	47.5	+ 4.5
14 =	18	Daimler*	46.5	+ 6.5
14 =	11	Munich Re*	46.5	- 6
16	19	Merck	46	+ 7.5
17	13	Deutsche Telekom*	43.5	- 3.5
18 =	12	Metro	40.5	- 9.5
18 =	17	SAP*	38.5	- 3.5
20	21 =	K+S AG	38	+ 6.5
21 =	21 =	Commerzbank	37.5	+ 6
21 =	9 =	Volkswagen*	37.5	- 18
23	27	Man	37	+ 13
24	n.a.	HeidelbergCement	35.5	n.a.
25	26	Deutsche Boerse	33.5	+ 9
26	29	Thyssenkrupp	30.5	+ 11
27	24	Beiersdorf	21	- 4.5
28	n.a.	Infineon Technologies	20.5	n.a.
29	25	Fresenius	15.5	- 9.5
30	30	Fresenius Medical Care	14	- 4

Source: CSR Online Awards Germany 2010

\* Companies included in the CSR Online Awards 'Global Leaders' 2010 (websites evaluated in July 2010).

### Full classification of CSR Online Awards 'Global Leaders 2010'

Position 2010	Position 2009	Companies	Country	Points 2010	Change 2010-2009
1	1	Eni	Italy	75.5	- 9
2 =	43 =	Nestlé	Switzerland	72.5	+ 21.5
2 =	38 =	Hewlett-Packard	USA	72.5	+ 19.5
4	2	UBS	Switzerland	68.5	+ 2
5	11 =	RWE	Germany	67	+ 6.5
6	11 =	General Electric	USA	66.5	+ 6
7	7 =	Kingfisher	UK	66	+ 5
8	58 =	Enel	Italy	65.5	+ 18.5
9	28	Xstrata	UK	65	+ 6
10 =	30 =	GlaxoSmithKline	UK	64.5	+ 9
10 =	3	Royal Dutch Shell	UK	64.5	+ 1
12	13 =	E.ON	Germany	64	+ 4
13 =	43 =	UniCredit	Italy	62	+ 11
13 =	56 =	Banco Bilbao Vizcaya Argentaria	Spain	62	+ 14.5
15	13 =	Unilever	Netherlands	61.5	+ 1.5
16	22	Allianz	Germany	59.5	+ 1.5
17	24 =	BMW	Germany	58	+ 1
18 =	7 =	ANZ Banking Group	Australia	57.5	- 3.5
18 =	35 =	Nokia	Finland	57.5	+ 2.5
18 =	35 =	Abbott Laboratories	USA	57.5	+ 2.5
21 =	13 =	Sanofi-Aventis	France	57	- 3
21 =	n.a.	Credit Suisse Group	Switzerland	57	n.a.
21 =	30 =	Astrazeneca	UK	57	+ 1.5
21 =	28 =	Panasonic Corp.	Japan	57	+ 1
25	4	Rio Tinto Plc	UK	56	- 6
26 =	52 =	ING Groep	Netherlands	55	+ 6.5
26 =	5	Tesco	UK	55	- 6.5
26 =	71 =	McDonald's	USA	55	+ 13.5
29	35 =	Roche Holding	Switzerland	54.5	- 0.5
30 =	7 =	Bayer	Germany	53.5	- 7.5
30 =	n.a.	Coca-Cola	USA	53.5	n.a.
30 =	7 =	Adidas	Germany	53.5	- 7.5
30 =	50 =	Pearson Plc	UK	53.5	+ 4.5
34 =	30 =	Siemens	Germany	52.5	- 3
34 =	53 =	Cisco Systems	USA	52.5	+ 4.5
36 =	n.a.	DSM	Netherlands	52	n.a.
36 =	66 =	Novartis	Switzerland	52	+ 9
36 =	38 =	Anglo American	UK	52	- 1
36 =	68 =	Dell	USA	52	+ 10
40 =	26 =	Toyota Motor	Japan	51.5	- 5
40 =	61	BG Group Plc	UK	51.5	+ 6
42	30 =	AXA	France	50.5	- 5
43 =	n.a.	Colgate-Palmolive	USA	50	n.a.
43 =	26 =	Intel	USA	50	- 6.5
45 =	n.a.	GPT Group	Australia	49.5	n.a.
45 =	42	Royal Bank of Canada	Canada	49.5	- 2.5

Position 2010	Position 2009	Companies	Country	Points 2010	Change 2010- 2009
45 =	48	Total	France	49.5	+ 50
48 =	49	British American Tobacco	UK	49	- 1.5
48 =	53 =	United Technologies	USA	49	+ 1
50	21	Vodafone Group	UK	48.5	- 10
51 =	17 =	BASF	Germany	48	- 11.5
51 =	n.a.	ABB	Switzerland	48	n.a.
53 =	74 =	Daimler	Germany	46.5	+ 6.5
53 =	41	Munich Re	Germany	46.5	- 6
53 =	65	TNT	Netherlands	46.5	+ 3
53 =	n.a.	Samsung Electronics	South Korea	46.5	n.a.
57	n.a.	Westpac Banking	Australia	46	n.a.
58	n.a.	Panasonic Electric Works	Japan	45	n.a.
59 =	43 =	Iberdrola	Spain	44	- 7
59 =	28 =	Barclays	UK	44	- 12
61	58 =	Deutsche Telekom	Germany	43.5	- 3.5
62	78 =	Danone	France	43	+ 4
63	63 =	EnCana	Canada	42	- 2.5
64 =	n.a.	Sodexo	France	41.5	n.a.
64 =	43 =	IBM	USA	41.5	- 9.5
66 =	50 =	Telefonica	Spain	41	- 8
66 =	17 =	HSBC Holdings	UK	41	- 0.5
68	63 =	Carrefour	France	40.5	- 4
69 =	68 =	SAP	Germany	38.5	- 3.5
69 =	66 =	PepsiCo	USA	38.5	- 4.5
71	62	Swiss Re	Switzerland	38	- 7
72	30 =	Volkswagen	Germany	37.5	- 18
73	56 =	Caterpillar	USA	37	- 10.5
74	24 =	3M	USA	36.5	- 20.5
75 =	81	Zurich Financial Services	Switzerland	34.5	- 1
75 =	n.a.	Johnson & Johnson	USA	34.5	n.a.
75 =	82	Kraft Foods	USA	34.5	- 0.5
78	77	Petroleo Brasileiro	Brazil	33.5	- 6
79	87 =	Walt Disney	USA	33	+ 0.5
80 =	78 =	BNP Paribas	France	32	- 7
80 =	68 =	Diageo	UK	32	- 10
82	84 =	Schlumberger	USA	29.5	- 3
83	87	UnitedHealth Group	USA	28	- 2.5
84	83	POSCO	South Korea	27.5	- 7
85	80	Baxter International	USA	25	- 11.5
86	86 =	Banco Santander	Spain	22.5	- 8.5
87	n.a.	CEMIG	Brazil	21	n.a.
88	5 =	BHP Billiton	UK/Australia	19.5	- 42
89	88	Taiwan Semiconductor Manufacturing Co	Taiwan	17	- 11.5
90	90	China Mobile	China	16	- 3
91	91	Itausa Investimentos-ITAU	Brazil	6	- 7.5

Source: CSR Online Awards 'Global Leaders' 2010