

Lundquist CSR Online Awards UK 2010

Assessing online CSR communications based on stakeholders' needs

6 December 2010

CSR Online Awards

UK 2010:

Second annual study of
online CSR communications
in UK

- 30** biggest companies of the
FTSE100 index evaluated
- 77** evaluation criteria used
- 100** points maximum score
- 46.4** average score for top
- 30** British companies
- 256** replies to survey from
CSR professionals
in **30** countries

Leading UK companies are failing to keep pace with stakeholder expectations for online engagement and transparent sustainability information. BT, Centrica and Xstrata are best performers in communicating corporate social responsibility online.

The CSR Online Awards UK classification returns for a second edition to assess how the country's biggest companies communicate corporate social responsibility (CSR) on the internet. The study reveals that, although British companies outperform those in Germany, Switzerland and the US, most do not leverage the web to demonstrate a strong and transparent commitment to sustainability. Above all, they are failing to establish an ongoing dialogue with stakeholders on critical CSR issues and their future priorities.

The research, published today, ranked the 30 biggest companies by market value in the benchmark FTSE 100 index. The average score slipped to 46.4 points out of 100 from 50.9 in 2009 indicating that, aside from a handful of leaders, most British firms are slipping back in communicating CSR on the corporate website.

Telecoms group **BT**, a new entry in the ranking, jumped straight to first position, followed by utility **Centrica**, winner of the ranking in 2009. The podium was completed by mining company **Xstrata**, which climbed from 9th. Other companies in the top 10 were (in descending order): **GSK**, **Royal Dutch Shell**, **National Grid**, **Unilever**, **AstraZeneca**, **SABMiller** and **Rio Tinto**.

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or a website assessment, write to: csr@lundquist.it.

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1. Main findings

Top 10 UK (points out of 100)	
1. BT	(70.5 points)
2. Centrica	(68.5)
3. Xstrata	(65)
4= GSK	(64.5)
4= Royal Dutch Shell	(64.5)
6= National Grid	(61.5)
6= Unilever	(61.5)
8. AstraZeneca	(57)
9. SABMiller	(56.5)
10. Rio Tinto	(56)

The CSR Online Awards UK classification assessed for a second year how leading British companies communicate corporate social responsibility (CSR) online. The findings reveal a lack of transparency in providing data and targets to which companies can be held accountable and a failure to address the full CSR agenda, including governance and socially responsible investment. The average score surpassed the performance of many other European countries and leading US corporations. But, like most peers internationally, UK companies do not 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 UK ranking examines the 30 biggest members of the FTSE 100 index by market capitalisation. The 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, and country rankings for Austria, Italy, Germany and Switzerland, with a total of about 200 websites assessed in 2010.

Each site 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 & Methodology section on page 7).

The average score slipped to 46.4 points out of 100 from 50.9 in 2009. This drop is partly explained by the fact that the evaluation criteria were enhanced to better reflect the demands of stakeholders. The magnitude of the decline, however, suggests that many leading UK companies are paring back their focus on online communications in favour of reporting and focusing their websites only on a selected range of topics.

Corporate websites performed well in providing clear and useful sustainability reports and offer user-friendly, accessible navigation. They were weakest, however, on interactivity, dialogue, news, and topical issues such as socially responsible investment (SRI) and information on ethics and governance.

"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 'UK leaders' in online CSR communications

Best improvers	
1. GSK	(+9)
2. BG Group	(+6)
3. Imperial Tobacco	(+6)
4. Xstrata	(+6)

BT, new entry in this year's classification, jumped to the top of the CSR Online Awards UK 2010 with 70.5 points. The company's use 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. BT's responsibility section was also rewarded for being engaging and interactive, thanks to its CSR blog, games and quizzes.

Former winner **Centrica** was second this year with 68.5 points. The utility offers detailed information on its social commitment and is able to convey real-time and updated CSR content thanks to news, blogs and page updates, in addition to email alerts and RSS feeds specifically for sustainability information.

Xstrata was one of the best improvers this year, jumping to third with 65 points – up 6 from last year. The company proved its commitment to transparency by publishing detailed information on quantitative CSR data and targets. Moreover, it performed particularly well in integrating sustainability and corporate governance information, explaining the close relationship between these two strategic areas.

GSK and **Royal Dutch Shell** tied for fourth place with 64.5 points: the pharmaceutical company climbed nine positions this year, making it the best improver in the ranking, while the Anglo-Dutch energy giant slipped from second in 2009. **National Grid** (61.5) came sixth thanks to its adoption of web-based reporting and its strategic attention to the environment. It tied with **Unilever**, one of the few companies providing extensive SRI information.

AstraZeneca's 57 points earned it eighth spot, by providing clear and comparable CSR priorities and performance data. **SABMiller** was ninth (56.5), thanks to the large number of case studies presented and the remarkable effort to improve dialogue with stakeholders. Finally, **Rio Tinto** closed the top 10 with 56 points.

From UK to the world: the broader context of the 'Global Leaders'

As last year, the UK 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). The full results are available at www.lundquist.it/research.

Fifteen British companies were included in this ranking: **Anglo American, AstraZeneca, Barclays, BG Group, BHP Billiton, British American Tobacco, Diageo, GSK, HSBC, Kingfisher, Pearson, Rio Tinto, Royal Dutch Shell, Tesco, Vodafone** and **Xstrata**. In general, UK companies performed well in the classification, beating the overall international average (53.2 points for the 15 British companies compared with a general average of 47.6). **Kingfisher, Xstrata, GSK** and **Shell** made the top 10 and stood out as international best practices in online CSR communications.

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

Looking at the performance of the UK top 30, the average score of 46.4 beat the results for Germany (44.6 for the DAX 30), Switzerland (37.5 for the SMI 20) and Italy (35.5 for the top 50). The 20 US companies in the 'Global Leaders' ranking scored on average 44.8 points.

The UK was the only classification this year to see an abrupt decline in the average score. This was due to the decision by companies such as BHP Billiton and Standard Chartered to focus their CSR communications on their reports, depriving their corporate websites of information. Some other companies were penalised because they focus their responsibility information only on a few key topics rather than the fuller range of issues identified in the evaluation protocol.

The UK scenario: areas of strength and weakness

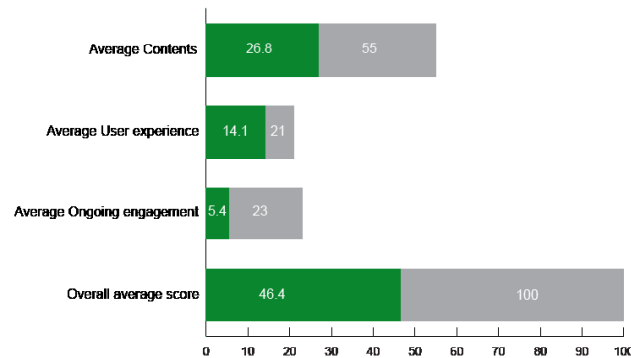
The 100-point evaluation protocol, updated this year on the basis of stakeholders' feedback and global trends in CSR communications, is divided into the following three sections:

- >> **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

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

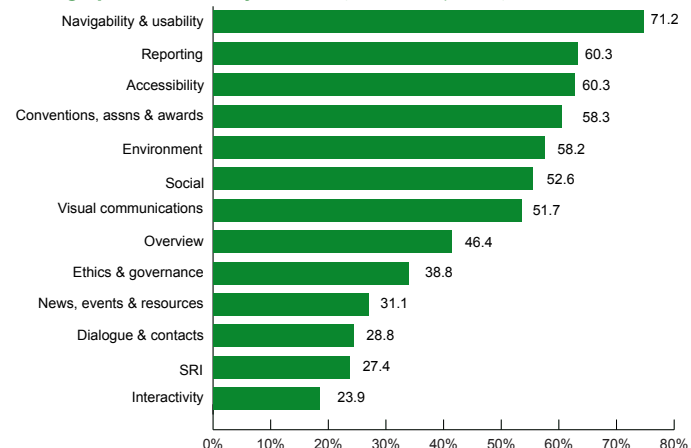


Source: Lundquist CSR Online Awards 2010

Companies did best in the **User Experience** area while performance was just about sufficient in **Contents** (see chart). However, the results for **Ongoing Engagement** were dismal, with an average of only 23.5% of the maximum points available and a dearth of interactive functionalities, blogs, news, events and contact information. In general, it emerges that British companies present CSR sections that are satisfactory from a technical point of view, while core sustainability content is too often consigned to reports that are published only once a year and left unexplored by many 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

Top performers in...**Reporting:**

BG, Unilever

Environment:National Grid, BT,
GSK, Xstrata**Social:**GSK, Centrica, AstraZeneca,
Tesco, Xstrata**SRI:**British American Tobacco,
Unilever**Interactivity:**

Centrica, Shell

Dialogue & contacts:Xstrata, National Grid,
Anglo American, Centrica**Transparency as the main
ingredient for credibility**

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 technical aspects: the average score exceeded 70% of the maximum available for the **Navigability & usability** sections, and 60% for **Accessibility**.

In terms of content, the **Reporting** section was most satisfactory, reflecting the traditional focus of disclosing ESG information in formal reports rather than online. British companies also tend to provide plenty of information about membership of international conventions such as the Global Compact and CSR associations, obtaining more than 60% of the maximum available for the **Conventions, Associations & Awards** section.

Scores were much lower for **Interactivity, SRI** content, **Dialogue & contact** and availability of **News, events & resources**. UK companies obtained on average around 23% of the available score in these sections, falling to 18% when looking at interactive functionalities only. The **Ethics and governance** section also performed poorly – often because companies don't spell out the relationship between these topics and responsibility – undermining the credibility of their commitment to sustainability.

A detailed analysis suggests that UK corporate websites fail to reach a high level of transparency when presenting CSR information. Many companies do not provide users with the necessary tools to verify the effectiveness of their sustainability strategy: namely quantitative and comparable data, as well as specific goals for the future. For example, out of the 30 companies studied:

- >> 67% do not offer any **CSR targets**
- >> 57% publish no information or data on their **workforce**
- >> 43% lack extensive data on **environmental performance**
- >> 70% do not publish any information on 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."*

There is also a lack of attention to governance as a critical aspect of corporate responsibility and little information about how sustainability processes are managed internally. By contrast, Lundquist's surveys of CSR practitioners in 2009 and 2010 have emphasised the critical importance of governance in relation to CSR. In particular:

- >> 70% of the companies provide no information about or link to **corporate governance** in the CSR section
- >> 63% give no information on **risk management** in relation to CSR
- >> only 13% describe their **CSR governance process**

Getting stakeholders engaged in the sustainability agenda

CSR strategy can be effective only by involving stakeholders both in developing and implementing strategy. The web provides vast potential for this: it allows companies to reach millions of users and eliminates status and geographical barriers.

Online tools can provide the perfect environment to get stakeholders engaged on sustainability issues, allowing for interactive, personalised and real-time communication. Our analysis, however, shows that companies are not always able to leverage the internet to establish an ongoing relationship with stakeholders:

- >> less than half of firms offer sustainability **news** (37%) and none promote **events** to increase stakeholders' interest in CSR issues
- >> only 33% of the companies properly explain their **dialogue** process and provide feedback from stakeholders or reports on engagement
- >> only 10% have a **blog, chat or forum** on CSR
- >> none of the evaluated companies describes on the CSR section of their website if they use **social media** on 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?

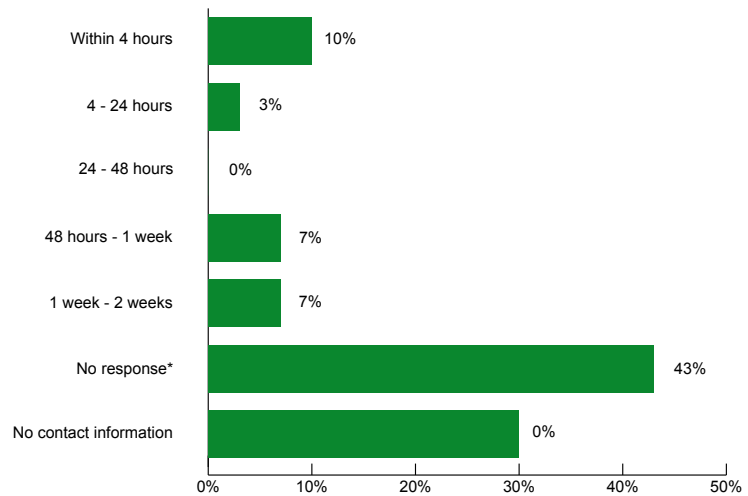
Maybe the most powerful indication of a company's willingness to co-operate with stakeholders is given by the availability of **contact information**. However, just 17% of the evaluated companies provide personal contact details of the CSR team, with the remaining 83% split among those that did not offer any contact at all (30%) and those that invite users to address impersonal contact forms or generic email addresses.

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

Of the 21 companies contacted, 12 never responded (and one company got back to us after 2 weeks, thus receiving no score for this criterion). Four companies replied within 48 hours, representing just 13% of the 30 FTSE companies examined. Among the fastest responses, **Centrica** got back after 4 minutes – the fastest response in all the CSR Online Awards rankings carried out in 2010 – and the answer from **National Grid** came back after 13 minutes.

Chart 3

Response times to practical test (% of 30 companies)



* One company 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 page 10 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 Germany, 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
	TOTAL		42
User experience	Navigability	7	12.0
	Visual communications	5	6.0
	Accessibility	4	3.0
	TOTAL		16
Ongoing engagement	Interactivity	8	8.5
	News, events & resources	6	7.0
	Dialogue & contacts	3	7.5
	TOTAL		17
	Commendable information	1	1.0
	Penalty point	1	-1.0
	GRAND TOTAL	77	100

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.

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		

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.

Website assessments

The criteria were used to evaluate the corporate websites of the 30 biggest companies included in the FTSE 100 index (market capitalisation at close of trading on October 27). Evaluations were carried out during November 2010 and formally closed on November 30. The 13 companies 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.

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.

Full classification of CSR Online Awards UK 2010

Position 2010	Position 2009	Companies	Points 2010	Change 2010-2009
1	n.a.	BT Group	70.5	n.a.
2	1	Centrica	68.5	+ 2
3	9	Xstrata*	65	+ 6
4 =	13 =	GSK*	64.5	+ 9
4 =	2	Royal Dutch Shell *	64.5	+ 1
6 =	8	National Grid	61.5	+ 2
6 =	6 =	Unilever*	61.5	+ 1.5
8	13 =	AstraZeneca*	57	+ 1.5
9	11	SABMiller	56.5	0
10	3	Rio Tinto*	56	-6
11	4 =	Tesco*	55	- 6.5
12	16 =	Anglo American*	52	- 1
13	19	BG Group*	51.5	+ 6
14	21	Imperial Tobacco	50.5	+ 6
15 =	6 =	BP	49	- 11
15 =	18	British American Tobacco*	49	- 0.5
17	10	Vodafone Group*	48.5	- 10
18 =	12	Barclays*	44	- 12
18 =	n.a.	British Sky Broadcasting Group	44	n.a.
20	23	HSBC*	41	- 0.5
21	25	Royal Bank of Scotland Group	39.5	- 0.5
22	24	Prudential	35	- 5.5
23	n.a.	Rolls-Royce Group	34.5	n.a.
24	27	Reckitt Benckiser Group	33	+ 1
25	22	Diageo*	32	-10
26	13 =	Standard Chartered	29.5	- 26
27	28	Lloyds Banking Group	29	+ 5.5
28	29	Carnival	21	- 2
29	4 =	BHP Billiton*	19.5	- 42
30	n.a.	Antofagasta	10.5	n.a.

Source: CSR Online Awards UK 2010

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

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 '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