

# Lundquist CSR Online Awards 'Global Leaders' 2010

Assessing online CSR communications  
based on stakeholders' needs

19 October 2010

**CSR Online Awards**  
**'Global Leaders' 2010:**  
Annual study of online CSR  
communications worldwide

**91** components of the Dow  
Jones Sustainability index  
evaluated (DJSI World 80  
plus supersector leaders)

**77** evaluation criteria

**100** points maximum

**47.6** points average score

**256** replies to survey from  
CSR professionals in **30**  
countries

**"Ask me no questions..." – how sustainability leaders are failing to use the internet to communicate their commitment to a wider debate about CSR. Eni, HP and Nestlé stand out with best online CSR communications**

The CSR Online Awards 'Global Leaders' classification, conducted annually by communications consultancy Lundquist, reveals how the world's most sustainable companies fall short in communicating corporate social responsibility (CSR) on the internet.

The second edition of the 'Global Leaders' ranking, published today, examined 91 members of the Dow Jones Sustainability Index. The study found many are locked in a once-a-year reporting mentality, failing to keep stakeholders updated in an engaging, dynamic and ongoing manner. Above all, corporations aren't keeping pace with the needs of a sceptical audience for dialogue and engagement on the internet – from setting up effective feedback channels to adopting social media.

Italian oil company **Eni** retains its first place in the CSR Online Awards 'Global Leaders 2010', with US computer maker **Hewlett-Packard** and Swiss food company **Nestlé** jumping up the ranking to tie in second position. Other companies in the top 10 (in descending order): **UBS, RWE, General Electric, Kingfisher, Enel, Xstrata, GlaxoSmithKline** and **Royal Dutch Shell**.

## Seminar & awards

2nd global seminar in online CSR communications and presentation of CSR Online Awards to be held in Milan on 21st October 2010.

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To order a copy of the full CSR Online Awards Report 2010 or a website assessment, write to: [csr@lundquist.it](mailto:csr@lundquist.it).

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[www.twitter.com/Lundquist](http://www.twitter.com/Lundquist)

## 1. Main findings

Top 10 'Global Leaders'	
1. Eni	(75.5 points)
2= Hewlett-Packard	(72.5)
2= Nestlé	(72.5)
4. UBS	(68.5)
5. RWE	(67)
6. General Electric	(66.5)
7. Kingfisher	(66)
8. Enel	(65.5)
9. Xstrata	(65)
10= GlaxoSmithKline	(64.5)
10= Royal Dutch Shell	(64.5)

Results by industry	
1. Utilities	(52.3 average)
2. Oil & gas	(49.4)
3. Consumer goods	(49.2)

Results by region	
1. UK	(53.2 average)
2. Rest of Europe	(51.3)
3. Americas	(41.9)
4. Asia	(39.3)

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

The CSR Online Awards 'Global Leaders' classification has assessed for a second year how the world's most sustainable companies are communicating corporate social responsibility (CSR) online. The study finds many companies are locked into a once-a-year reporting mentality, failing to keep stakeholders updated in an engaging and dynamic manner. Above all, the results suggest corporations aren't keeping pace with the desire of a sceptical audience for genuine dialogue and engagement on the internet – whether by responding to emails or understanding the impact of social media.

The CSR Online Awards, conducted annually by communications consultancy Lundquist, evaluates how corporate websites are used as a platform for CSR communication and stakeholder engagement. The 'Global Leaders' ranking examines 91 members of the Dow Jones Sustainability Index (all members of the Dow Jones Sustainability World 80 Index plus the DJSI supersector leaders for 2009-2010). It is supplemented in 2010 by country rankings for Austria, Germany, Italy, Switzerland and the UK, with a total of about 200 websites assessed.

Each website was assessed 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 page 7). Among the key findings from the 'Global Leaders' research:

- >> companies provide a fair amount pertinent CSR information online but fail to use the web's potential for providing ongoing engagement and interactivity
- >> the average score slipped to 47.6 points out of 100 from 49.4 in 2009, reflecting changes in the evaluation protocol to better reflect users' needs
- >> websites perform best in providing environmental and social information as well as presenting CSR/sustainability reports
- >> companies are weakest on dialogue, interactivity and information on governance, ethics and socially responsible investment (SRI)
- >> British companies performed well on average, along with the Dutch and Swiss, but US companies continue to perform below average
- >> industries with major environmental impacts continue to perform best, such as utilities and oil & gas companies; financial and telecommunications companies fared worst

*"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."*

Italian oil company **Eni**, with 75.5 points, just managed to retain its first place in the CSR Online Awards 'Global Leaders' 2010 thanks to a **vast and detailed** sustainability section. Eni pays particular attention to presenting its approach to CSR and supports this with information on performance and targets, case studies, news and videos.

**Hewlett-Packard** and **Nestlé** tied for second place with 72.5 points each, both up about 20 points from last year. The US computer maker's adoption of web-based reporting helped put it top in the all-important "content" area of the research.

Swiss food company Nestlé stood out for its interactivity and ongoing engagement, thanks to its blog, use of social media and video, plus documentation about stakeholder engagement initiatives.

**UBS** slipped from second to fourth position on 68.5 points, followed by **RWE** in fifth (67) and **General Electric** in sixth (66.5). **Kingfisher** was seventh (66), **Enel's** 65.5 points earned it eighth and **Xstrata** came ninth (65). **Royal Dutch Shell** dropped from last year's third place to tie in 10th alongside **GlaxoSmithKline** on 64.5 points.

## Areas of strength and weakness

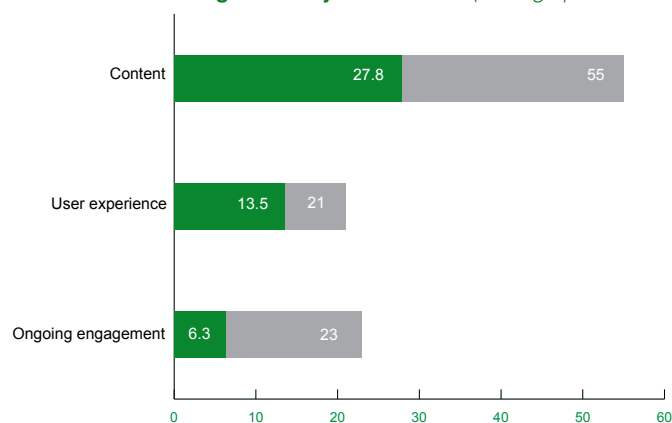
The overall average score for the 91 companies taken into consideration was 47.6 points out of 100, dropping 1.8 points from 49.4 in 2009. The decline is explained by the fact that the evaluation criteria were enhanced this year to better reflect the demands of stakeholders – and by the fact that companies are failing to keep pace with the expectations for online engagement. The 100-point evaluation protocol was split into the following three sections:

- >> **Content** (42 criteria for a total of 55 points)
- >> **User Experience** (16 criteria for a total of 21 points)
- >> **Ongoing Engagement** (17 criteria for a total of 23 points)

(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

Broadly, companies did best in the User Experience section and performance was adequate in the Content section (see chart). However, the results for the Ongoing Engagement section were dismal, with an average of only 27.2% of the maximum points available and a dearth of interactive functionality, blogs, news, events and contact information. For example, out of the 91 companies studied

- >> 24% provide no feedback form or contact details for CSR
- >> 48% make no use of video to present CSR information
- >> 39% have no CSR-related press releases or news items
- >> 32% provide no information about their stakeholder dialogue initiatives
- >> 81% fail to indicate when their website pages were last updated
- >> 68% don't enable sharing of content in social media

**Top performers in...**

**Overview:**  
Eni, Hewlett-Packard

**Reporting:**  
BG, Kingfisher, Unilever

**Social:**  
GlaxoSmithKline, Enel

**Ethics & governance:**  
E-On, Panasonic Electric Works

**User experience:**  
Shell, Eni, RWE, E-On, Xstrata,  
Nestlé, Unilever, Intel

**Interactivity:**  
TNT, Nestlé

**Dialogue & contacts:**  
Abbott Laboratories, Unilever

“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. “All too often, information is extracted directly from reports without making content engaging and presenting it in the context of the company’s overall business activities and commitment to responsibility.”

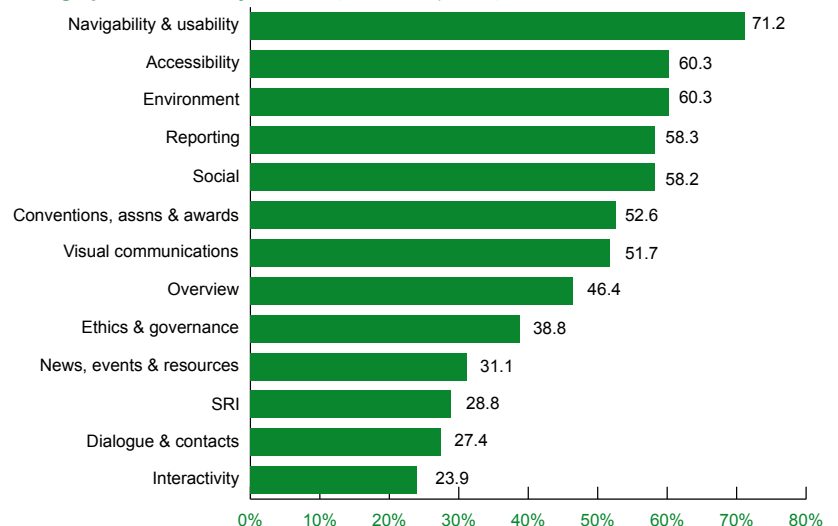
By looking at a more detailed breakdown, it emerges that the companies studied generally treat communication of non-financial information as an annual disclosure exercise when it comes to the internet: they generate large amounts of information through their annual reporting cycle, providing ample detail about their environmental and social performance.

The way this information is communicated on corporate websites reveals how CSR communication is rarely accompanied by a desire to enter into a genuine dialogue with stakeholders and lay the basis for ongoing accountability about wider issues of corporate responsibility, ethics and governance.

This tendency is revealed by the large differences in the performance of the 91 ‘Global Leaders’ in the 13 sections that make up the CSR Online Awards evaluation protocol (see chart). Top-scoring areas were generally related to disclosure of standard information (often based on reporting guidelines such as those of the Global Reporting Initiative) and the quality of the website presentation itself: the average score exceeded 60% of the maximum available for the **Navigability & usability, Accessibility** and **Environment** sections. But the lowest-scoring sections were **Interactivity, Dialogue & contacts** and **SRI** (all below 30% of maximum).

**Chart 2**

**Average performance by section (% of max points)**



Source: Lundquist CSR Online Awards 2010

“Our research shows clearly 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.”

As part of the CSR Online Awards, the responsiveness of companies to stakeholder enquiries was put to the test. Each company was approached during normal working hours using the contact information 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.

Of the 69 companies that actually provided contact information, more than half never responded (only three companies replied after the maximum two weeks permitted, getting back to us after after 3 weeks and 6 weeks respectively). Surprisingly, a quarter of the companies contacted responded promptly, emailing an answer within 48 hours. Among the best in this group, **GE, ING** and **UBS** replied within 20 minutes of us sending the message with **E-On** getting back to us after 40 minutes. **Adidas** and **Nestlé** responded within 2 hours and **Anglo American** and **Swiss Re** within four hours. Thus it seems that the size of the company has little bearing on the ability to answer messages rapidly.

Chart 3

**The 'fastest' companies**  
 GE, ING, UBS (20 mins)  
 E-On (40 mins)  
 Adidas, Nestlé (within 2 hours)  
 Anglo American, Swiss Re (within 4 hours)

Response times to practical test (% of 91 companies)



\*Two companies replied after 2 weeks

Source: Lundquist CSR Online Awards 2010

## The environment's impact on communications

The environment, one of the three pillars of triple bottom-line accounting along with social and economic factors, remains a strong point in CSR communications. Not only do companies perform relatively well in providing environmental information, including targets, data, management systems and certification. But the key role that environmental issues have had in driving non-financial reporting is also evident in the fact that sectors with major environmental impacts continue to score best in the CSR Online Awards.

The average score in the environment section of the evaluation protocol was 60% of the maximum (compared with 68% in 2009). Four websites scored the full 8 points available: **Colgate, DSM, Hewlett-Packard** and **Panasonic Electric Works**. This was the highest-scoring section related to CSR content. Companies scored particularly well on presenting their environmental commitment, performance data and case studies, although almost a third failed to make any reference to an environmental management system.

Moreover, companies that have a long tradition of stakeholder engagement on environmental issues tend to be better at communicating CSR in general. This is probably because they have a tradition of disclosing such information and are aware of the importance not only of internal processes to manage environmental impact but also of public opinion.

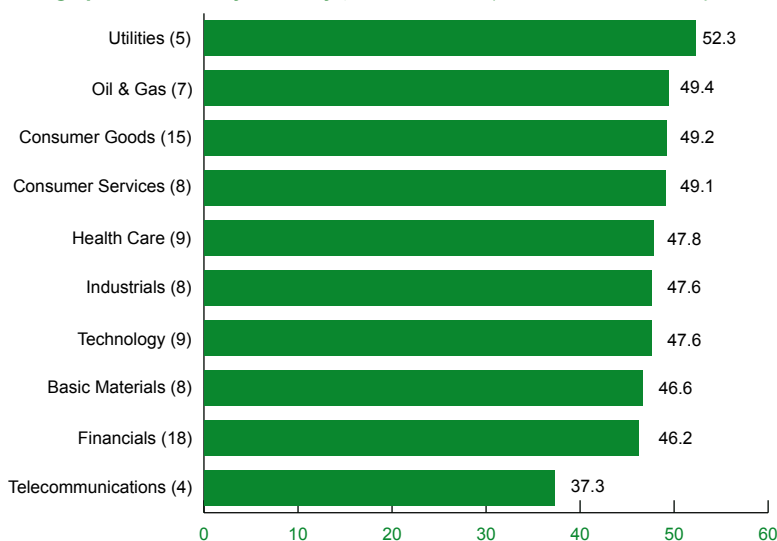
Although represented by only five companies, the utilities sector was the highest scoring industry in the research as a whole (see chart), topped by **RWE**. It was followed by the oil & gas sector on 49.4 points.

Interestingly, consumer-oriented companies performed above average, led by names such as **Nestlé**, **Kingfisher**, **Unilever** and **Tesco**, suggesting they have a keener grasp of how sustainability issues are increasingly affecting consumer spending trends and brand loyalty.

The weakest industry groups were telecommunications (average of 37.3 points), although this is unlikely to be representative since only four telecoms companies were part of the research. Financial companies, however, scored on average only 46.2 points.

Chart 4

Average performance by industry (number of companies in each industry shown)



Source: Lundquist CSR Online Awards 2010

## Geographical results

The 2010 edition of the CSR Online Awards confirmed the gap between some European countries and the US. Many individual countries were represented in the research only by a few companies, making comparisons between the 16 nations of little use.

However, among those with most companies in the research, the 15 British companies included scored on average 53.2 points, topped by **Kingfisher** and three other companies in the top 10. They were more or less in line with the four Dutch companies (average 53.8, led by **Unilever**) and the eight Swiss firms (53.1, headed by **Nestlé**).

The average for the 13 German companies slipped from last year to 51.8 points on average, with the strongest result coming from **RWE**.

The 20 American companies assessed, by contrast, scored 44.8 points on average, below the overall average for all 91 countries. Although there were double-digit improvements from companies such as **Hewlett-Packard**, **McDonald's** and **Dell**, other companies slipped back in the evaluations, including **Intel**, **IBM**, **Caterpillar** and **3M**.

The performance of Asian countries was pulled down by the larger representation of emerging economies.

Country	No. of companies	Average score
Italy	3	67.7
Finland	1	57.5
Netherlands	4	53.8
UK	15	53.2
Switzerland	8	53.1
Germany	13	51.4
Japan	3	50.8
Canada	2	45.8
France	7	44.9
US	20	44.8
Australia	4	43.1
Spain	4	42.4
South Korea	2	37.0
Brazil	3	20.2
Taiwan	1	17.0
China	1	16.0

## 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 a summary of results).

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.

The 91 companies in the study were chosen on the basis of membership of the **Dow Jones Sustainability Index World 80** as announced in September 2009, plus the 2009-2010 **supersector leaders** identified by SAM Group (compiler of the Dow Jones Sustainability Index, or DJSI).

Eight of the 19 supersector leaders were already members of the DJSI World 80. **BHP Billiton** was listed twice in the index because of its dual listing in the UK and Australia but was only included once in the CSR Online Awards because it has only one corporate website. **BP** was eliminated from the Dow Jones Sustainability Index effective 31 May 2010.

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 country classifications for Austria, Germany, 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.

**Subdivision of evaluation protocol by section**

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 91 companies in June-July 2010 (evaluations formally closed on July 23). 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 '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

\* Full disclosure: the following four companies included in the 'Global Leaders' 2010 ranking purchased the CSR Online Awards 2009 research series: Enel, Eni, Roche, UniCredit.

Forthcoming in the CSR Online Awards series: country rankings for Austria, Germany, Switzerland, UK.

\*\*\* Enel obtained a different score in the 'Global Leaders' ranking with respect to the 'Italy' one, due to updates to the corporate website in the period between the two evaluations