CSR Online Awards 2012

BEYOND 'CUT & PASTE' COMMUNICATIONS: THE WEB AS A STRATEGIC LEVER FOR CORPORATE RESPONSIBILITY

Europe's first study of online CSR communications

5th edition

252 companies covered: rankings for Europe 100, Germany, Italy, Nordic region and Switzerland

68 evaluation criteria

Centrica, Telecom Italia and Unilever top of Europe 100 ranking

Allianz top in Germany

Ericsson leads in Nordic region

Nestlé wins in Switzerland

44.2 average score for Europe 100

400 responses to survey of CSR professionals and stakeholders

6 November 2012

CSR Online Awards 2012

BEYOND 'CUT & PASTE' COMMUNICATIONS: THE STATE OF ONLINE CSR COMMUNICATIONS

Europe's leading companies are risking a widening of the divide between themselves and online audiences interested in their corporate social responsibility (CSR) performance, with negative consequences for trust and engagement.

While reporting on social, environmental and governance issues is becoming standard practice, online CSR communications in general remains static and disclosure-driven: many websites are difficult to navigate, overburdened with text and tables. Effective use of social media, video and interactivity is slowly becoming more common but remains the preserve of a minority of companies. Most appear loath to hear from stakeholders, even via email.

The CSR Online Awards, conducted for a fifth year by communications consultancy Lundquist, examines how leading European companies use their corporate websites and related online presence as a platform for corporate responsibility communications and stakeholder engagement. The research is divided into five studies: the flagship ranking of the top 100 listed companies in Europe plus country and regional lists for Germany (top 30), Italy (top 100), Nordic region (top 40) and Switzerland (top 20).

Each website was assessed using a set of 68 evaluation criteria (vs. 79 in 2011), drawn up on the basis of a survey of 400 CSR professionals, sustainability experts and stakeholder representatives from 52 countries. The criteria were grouped into 11 sections and three macro-areas: **Contents, User experience** and **Ongoing engagement**.

Centrica retained its place as the top performer in the Europe 100 ranking, followed by **Telecom Italia** and **Unilever,** which jumped up the list thanks to its revamped Sustainable Living website. The rest of the top 10 included **Eni, SABMiller, UniCredit, Nestlé** (top of the Swiss ranking), **BBVA, Allianz** (No. 1 in Germany) and **Credit Suisse**. **Ericsson** won in the Nordic region.

The average score of the Europe 100 ranking dropped to 44.2 points out of 100 from 50 last year as a result of the more challenging evaluation criteria, which wererevised on the basis of user expectations and demands. The most disappointing aspects compared with last year regarded **navigability, usability** and **visual communications,** including **video**. Dialogue and interactivity remained weak points, despite a broader take-up of social media. Fewer companies are publishing online CSR reports, the research found.

"Many companies are stuck in 'cut-and-paste' mode of communications in which the online CSR presence is dealt with as an after-thought, a space to be filled with text and tables recycled from 'official' reports and documents," commented **James Osborne, head of CSR at Lundquist**. "Stakeholders notice this static, disclosure-driven approach to communications and it impinges on their opinions of companies. Our vision is for the internet to be not just an after-thought but a strategic lever for corporate responsibility and an integral part of the CSR strategy."

LUNDQUIST CSR ONLINE AWARDS SEMINAR

4th EDITION, TURIN

The 4th CSR Online Awards Seminar will be held in Turin on 8-9 November 2012, bringing together more than 50 European companies to discuss the latest trends in online CSR communications and reporting. The event will feature 9 workshop sessions, 35 international speakers and case studies, gala dinner and award ceremony to recognise best-in-class CSR communications.

CONTENT IS KING… BUT USABILITY IS KEY TO TRANSPARENCY

The average score in the **Contents** macro-area dipped 3.2% to 48.2% of the maximum score after some criteria were eliminated because they reflected low value-added content that are inserted as standard into many websites (e.g. environmental commitment, membership of CSR and sustainability associations, etc.).

The highest-scoring sections were for environmental and social information such as targets, policies and data. This tells us that Europe's biggest companies are taking greater care to extract key information from their reports to give them due visibility and accessibility in the pages of their corporate website. Less detail is provided on issues such as ethics, corporate governance and on sustainability ratings.

Performance in the **User experience** macro area, by contrast, slumped to 47.4% of the maximum score from 65.1% last year. Here, companies are failing to keep pace with user expectations and the rapid development in visual communications, video and essential functions such as search. In many cases, the sheer volume of content on corporate websites tends to compromise navigability (see box: Navigability, transparency & trust).

"We've raised the bar because online users are more demanding and are expecting from companies the kind of online experience they see elsewhere on the web," stated Marcella Semenza, CSR consultant at Lundquist.

USABILITY, TRANSPARENCY & TRUST

When we asked users what infuriates them most about searching for CSR information online, many expressed frustration with complex navigation and an excess of superfluous information. Our survey also indicated widespread use of search, with a **quarter of respondents resorting to web search engines like Google "all the time" and almost 80% admitting to turning to internal search engines regularly**.
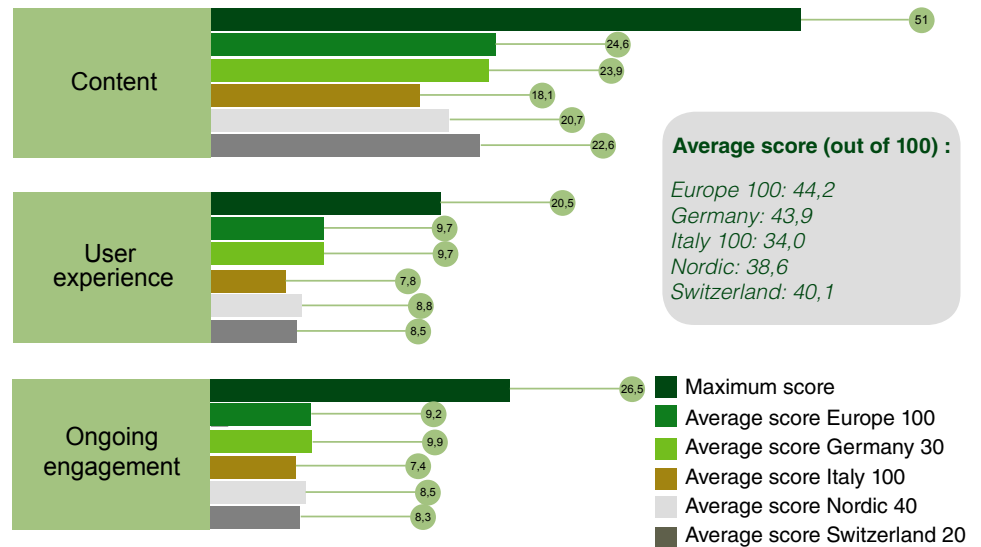
Good website architecture, though, is not only a question of not testing user patience: trust and reputation are at stake if essential information is hard to find. This is because the impression is given (often involuntarily) of "hiding" critical information and betraying a lack of transparency.

For this reason we tightened our criteria on navigability and search, and **introduced a system of penalties based on usability.** A total of 237 penalties were given in the Europe 100 ranking (-0.5 point for each penalty), cutting the average score by 1.2 points. This shows how often information is available online but either hard to find or hard to read.

To measure the time required to navigate many CSR websites, we also introduced a time limit of 90 minutes for the first of the two evaluations in the CSR Online Awards. At least 2.5 hours were dedicated to the second evaluation. In many cases, **90 minutes was not enough to assess the 68 criteria in the evaluation protocol.** Scores were on average 5.5 points lower in the first evaluation than the second and in 18 cases the differential reached 10-15 points. This is evidence of how poor navigation and usability negatively influence corporate reputation.

Read more on our blog: **160 reasons you should care about online CSR communications (part 1): what infuriates readers**

lundquist.

GRAPH 1. Average score Europe 100, Italy 100, Germany, Nordic and Switzerland by macro-area

Average score (out of 100) :

Europe 100: 44,2
Germany: 43,9
Italy 100: 34,0
Nordic: 38,6
Switzerland: 40,1

- Maximum score
- Average score Europe 100
- Average score Germany 30
- Average score Italy 100
- Average score Nordic 40
- Average score Switzerland 20

Source: CSR Online Awards 2012

ASK NO QUESTIONS? FEEDBACK & SOCIAL MEDIA

As for **Ongoing engagement** (average score little changed at 34.9% of the maximum), the research found an encouraging number of companies posting CSR news items and case studies. This was offset by weakness in dialogue.

Aside from a paucity of evidence of actual engagement, only a handful of companies give voice to their stakeholders, external experts or partners, leaving CSR content mostly one-sided. More than anything, the reluctance of companies to respond to stakeholder questions and receive feedback can be gauged by looking for contact information. **A third of the Europe's top 100 firms provide no CSR contact details whatsoever**. Strangely, seven of these companies have a CSR-related presence Facebook or Twitter and three are on both social networks, sending very mixed message about their interest in engagement.

While some companies include CSR contact details within their reports, it's clear they are less keen to provide feedback channels online. In many cases, this may be for fear of being deluged with inappropriate messages. However, **a lack of contact information conveys an unwillingness to listen and engage with users and shows a lack of resourcefulness in managing feedback channels generally.** As our research shows, some companies use email or feedback forms effectively to respond to users. But in our practical test of feedback channels, 60% of those companies that do provide contact information never replied to a simple request for information about the publication dates for their annual and CSR reports.

Social media, by contrast, is becoming a "must" for corporate communications but **accounts are often not geared to engaging with stakeholders on sustainability issues**. Still, the take-up of social media accounts generally is gradually increasing the number of companies using them specifically for CSR or sustainability: about one in six of companies use Twitter for CSR and about the same number have a CSR-related presence on Facebook. Ten of the companies examined are actively using both: **Danone, Enel, Ericsson, Iberdrola, Philips, Shell, Schneider Electric, Telecom Italia, Telefonica** and **Unilever.**

lundquist.

BEST PERFORMERS IN...

Reporting (Max score = 14):

Centrica (13.5), BG Group and Nestlé (12.5)

Social commitment (8.5):

Repsol (8.5), Allianz, BASF, Centrica, Eni, E.ON, Generali, Intesa Sanpaolo, Richemont, Roche and Societe Generale (8)

Ethics & governance (6):

BG Group and Enel (5.5), BP, Centrica, Telecom Italia and Telefonica (5)

SRI (6):

EDF, Imperial Tobacco and Telecom Italia (5), Bayer and RWE (4)

Visual Communications (9.5):

SABMiller (9.5), Centrica and Royal Dutch Shell (8.5), Maersk and Unilever (7.5)

Interactivity (8):

Danone (7), Iberdrola, Philips and Telefonica (6.5)

News & resources (6):

Eni (6), Allianz, Centrica and Unilever (5.5)

Dialogue & contacts (12.5):

Intesa Sanpaolo and UniCredit (9.5), SABMiller (9), Generali, Novo Nordisk and Royal Bank of Scotland (8)
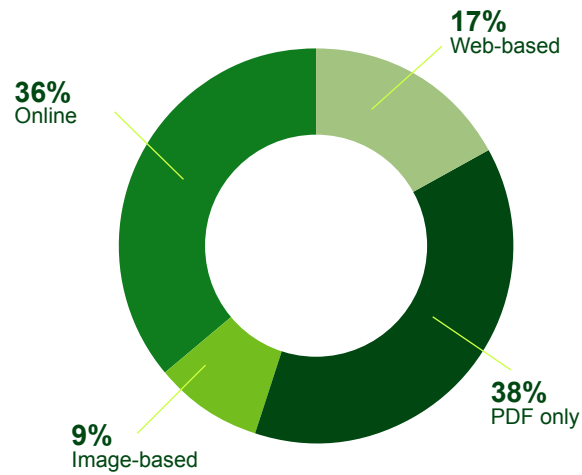
DECLINE IN ONLINE REPORTING

An interesting finding to emerge from the research is a **decline in the number of companies publishing online versions of their CSR or sustainability reports** (full HTML version in dedicated website). Of the 100 companies studied, 36 had online 2011 reports, down from 39 last year. About one in six companies report directly within the corporate website pages, an optimal solution known as web-based reporting, which saves users having to navigate both the corporate website and the report. The number is about the same as in 2011 and many of the companies with web-based reports remain near the top of the ranking because they combine the best of online reporting and online communications. Of the remainder, 9 (mostly French) companies had image-based reports (online "readers" of PDF documents) while 38 had PDF reports, meaning **PDF-only is now the most common report format**.

One of the novelties of the CSR Online Awards this year was the exclusion from the rankings of companies failing to publish a non-financial report. Although all of Europe's top 100 firms are reporting on sustainability, 53 of the 252 European companies covered in the research were found to be not yet publishing reports:

>> 2 out of Germany's DAX 30 index (7%)
>> 3 of the Nordic region's top 40 companies (8%)
>> 7 of the 27 biggest Swiss firms by market value (26%)
>> 41 of the top 85 listed companies in Italy (48%).

"From our user surveys we know that credible online CSR communication is impossible without a rigorous reporting process behind it," said Karim Bruneo, CSR consultant at Lundquist. "Stakeholders and sustainability experts agree that not publishing an integrated or standalone non-financial report is a sign of irresponsibility with regard to wider society; these companies not only display a lack of transparency, they are clearly behind the times."

GRAPH 2. Breakdown of Europe 100 companies by reporting format

17%
Web-based

36%
Online

38%
PDF only

9%
Image-based

Source: CSR Online Awards 2012

lundquist.

Top performers in online CSR communications: Europe 100

①

Centrica

Centrica retains its top position, scoring 74 points. Its new reporting approach comprised a CR Performance Review, a web-based format to set out key challenges and opportunities, and a data centre for indicators. Centrica provides also a vast range of dialogue tools (blogs, web chats, social media) as well as news, video and case studies.

②

Telecom Italia

Telecom Italia, with 73.25 points, climbed into 2nd position of the European ranking from 3rd last year. The Italian phone company offers a high level of interactivity and engagement on sustainability issues thanks to its acclaimed blog *avoicomunicare*, now available in English too.
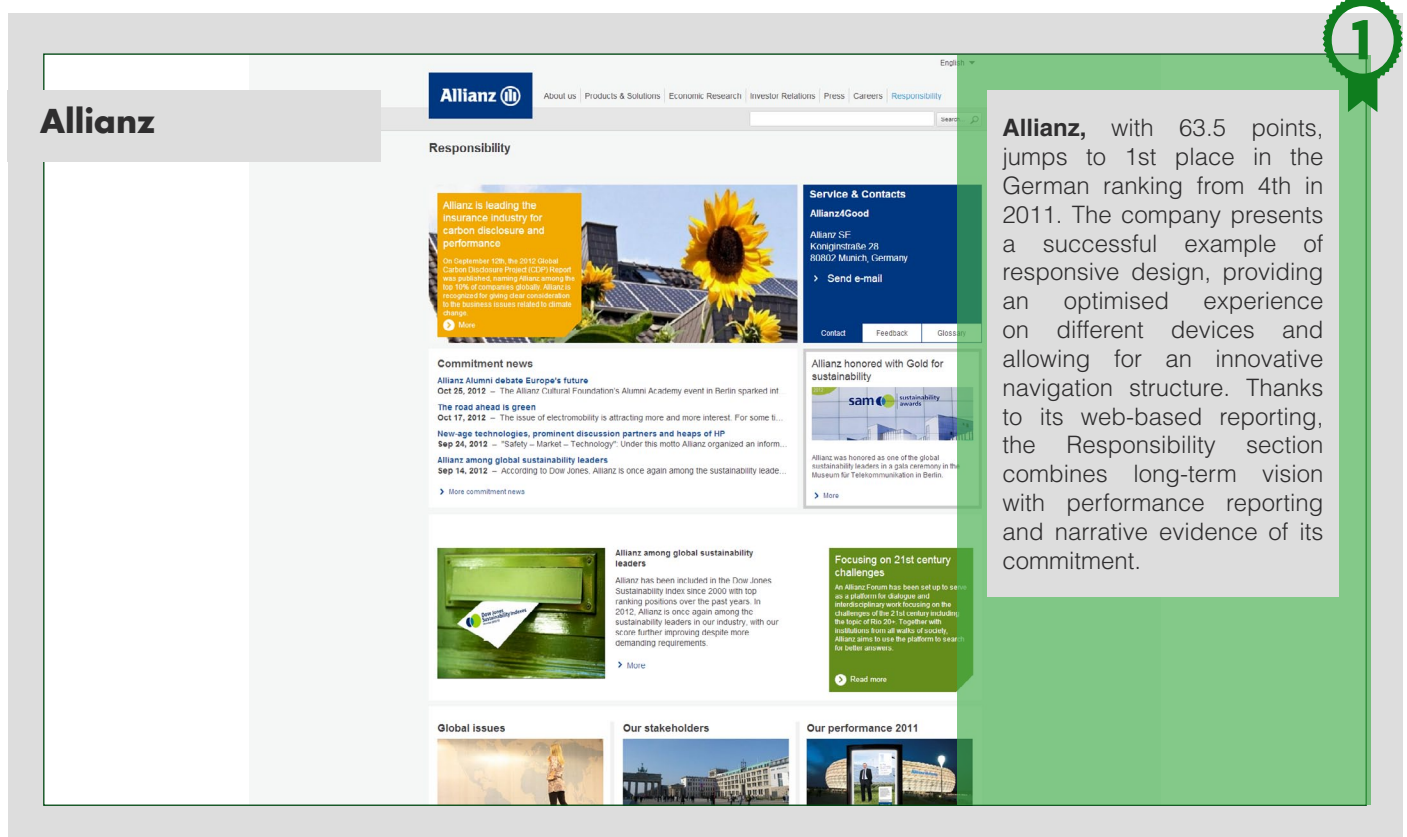
Unilever

Unilever shot up the Europe ranking this year, reaching 3rd place with 73 points. The company's revamped "Sustainable Living" section effectively communicates the company's distinctive approach to its sustainability challenges, featuring images, videos, news, detailed information and targets.

Country focus: Germany

German companies once again stand out as collectively some of Europe's best performers. Despite not having a large number of high-scoring names – only Allianz made the top 10 in the Europe 100 list – 10 German firms scored over 50 points. This gave German companies a higher average score, for example, than UK firms, which also stand out year-after-year in the CSR Online Awards.

The average score of the German ranking was 43.9, the highest of the 2012 rankings, boosted by a high average score in Ongoing Engagement, an encouraging sign. The 14 companies included in the Europe 100 ranking scored an average of 48.3 points. The German ranking was reduced to 28 names due to the fact that two companies in the benchmark DAX index do not report on CSR/sustainability: **Fresenius** and **Fresenius Medical Care**.

Allianz

1

Allianz, with 63.5 points, jumps to 1st place in the German ranking from 4th in 2011. The company presents a successful example of responsive design, providing an optimised experience on different devices and allowing for an innovative navigation structure. Thanks to its web-based reporting, the Responsibility section combines long-term vision with performance reporting and narrative evidence of its commitment.

E.ON

2

E.ON with 60.5 points ranks second again this year. The German utility presents a renewed web-based report and provides users with a sub-section totally dedicated to the company's regional activities, full of evidence and case studies.

Adidas

3

With a jump of 8 positions and the biggest improvement in the German list, **Adidas** gains third place with 60 points, returning to the podium after three years. The company's website has a clean layout and intuitive navigation, with especially detailed information about its supply chain and a 10-year archive of news items.

PAST WINNERS

2011: *Deutsche Post DHL*

2010: *Henkel*

2009: *Henkel*

Local focus: Nordic region

It was all change at the top of the Nordic ranking in its second year, with Ericsson climbing into the top position. The average score for the 40 companies was just 38.6 due to a lack of high-scoring companies: no Nordic companies managed to make the top 20 list at a European level (Ericsson was 21st).

Even so, the larger companies that were included in the Europe list outperformed in general, notching up an average score of 45.3 points.

Only three of the companies picked for the ranking were found not to be reporting on CSR: Hexagon, Investor, Sampo Plc.

Ericsson

1

Ericsson comes top of the Nordic ranking with 56.25 points. The Sustainability and Corporate Responsibility section of the Swedish company presents exhaustive CSR information and a high level of interactive tools, including a Twitter account integrated into the corporate website.

SCA

2

SCA ranks second with 54.5 points. The Sustainability section packs a surprising amount of information into its cleanly laid out pages, with a particularly detailed picture of its sustainability targets. The company is also present in a wide range of social media channels.

Fortum

3

Fortum surges up the Nordic ranking jumping from the 14th position to 3rd on 54 points. The Finnish company stands out for a Sustainability section full of content, including focuses on nuclear and solar power, press releases, case studies and an interactive map illustrating operations and projects around the world.

PAST WINNERS

2010: *Novo Nordisk*

Country focus: Switzerland

The top three names in the Swiss ranking have remained unchanged since 2010, even though Credit Suisse managed to close the gap considerably on Nestlé this year. This is disappointing given the multinational make-up of its leading companies.

The top 20 Swiss companies scored on average 40.1 out of 100, pulled down by smaller companies (the 10 names in the Europe 100 list scored 48.6 on average with two names in the top 10). Swiss companies performed well in Contents but were pulled down by weakness in Ongoing Engagement.

It was surprising to see a number of large Swiss-listed names not yet reporting on CSR beyond some token information in the annual report. To select the 20 companies for the ranking in order of market value, seven were found not to be reporting on CSR: **Transocean, Synthes** (delisted from the Swiss exchange this summer following its takeover by Johnson & Johnson), **Swatch, Julius Baer, Actelion, Swiss Prime Site** and **Aryzta**.

Nestlé

1

Nestlé, with 66 points, held on to its top slot for a third year with a website that performed strongly in virtually all sections of the evaluation protocol. Thanks to an advanced reporting approach – an interactive PDF plus web-based report – the company provides a vast range of information supported by ongoing engagement through thematic micro-sites, blogs, social media, news feed, video and case studies.

Credit Suisse   **2**

Credit Suisse again ranks second, climbing to 63 points. Its Responsibility section stands out for its well-organised editorial flow of news, features and videos, captured each year in an elegant document, the Responsibility Chronicle. The bank also manages social media accounts totally dedicated to CSR.

UBS   **3**

UBS stays in third place this year with 56.75 points. The bank provides a complete and distinctive overview about its non-financial commitment, closely linked to its core banking activities. By adopting a web-based reporting format, the company provides a detailed picture of its corporate responsibility, from governance to performance.

PAST WINNERS

2011: *Nestlé*

2010: *Nestlé*

2009: *UBS*

lundquist.

CSR ONLINE AWARDS
KEY FINDINGS

2012

16% use Facebook and Twitter for CSR

57% make some use of video

28% have a CSR-focused gallery on YouTube

51% communicate CSR targets

74% publish position on human rights

76% explain climate change

76% indicate corporate social media presence

17% have interactive data

46% present policy & data on diversity

10% give voice to their stakeholders

34% provide no CSR contact details

lundquist.

Beyond the Report: findings from the 2012 user survey

Some fascinating trends emerged in this year's survey of corporate responsibility professionals, sustainability experts and other stakeholder representatives as regards their use of the web.

The CSR Online Awards Survey 2012 received **400 responses**, taking the total to **more than 1,200 over five years**. This provides us with valuable insights on how the internet is changing the way people engage with companies (and each other) on corporate responsibility and sustainability issues. The responses summarised below came from people of 52 different nationalities (although most were European) during June-September 2012.

Respondents are divided into two camps: non-corporate profiles (about 60% of responses) including **journalists, investors, SRI** or **ESG analysts, sustainability consultants, university teachers, students, NGOs** and **communications experts**. Corporate profiles (about 40%) are mostly CSR managers or directors or their team members. This second group of responses are excluded from the statistics outlined below, except where specified.

NOT JUST REPORTING…

The primacy of the CSR report is waning and consulting this document is a key priority for only half of users. So a once-a-year book-like report is only one of many ways that companies need to support and engage online audiences. Stakeholders often only need raw data, a news announcement or case studies; some need a broad overview of the CSR strategy and objectives while others are looking for detail on a single issue, others still want to get in touch: the web is an ideal environment to respond to these needs.

"KEEP ME IN THE PICTURE"

Ever more users are clamouring for year-round information and engagement. More than four out of five users say they would like updates from companies between one non-financial report and the next – and the proportion is growing. In fact, a majority says on-going updates are "very useful" or of "critical importance".

? What do users need from a company's CSR/sustainability website? *

* Multiple responses allowed, stakeholder responses only

Consult report	51%
Performance data	49%
Overall strategy and goals	48%
Drilling down for info	39%
Case studies	35%
News	29%
Contact info	27%

? What updates are most appreciated?

Response to public issues	48%
Case studies	39%
Press releases	38%
Social media activity	35%
Environmental data	29%
Single issue report	26%

They are looking in particular for companies to respond promptly to issues in the public or media debate, publish case studies and news releases and also to be active in social media. One in four would like updated environmental data and report updates.

SOCIAL MEDIA FOR CSR DIALOGUE

Social media use is expanding as more users turn to platforms like Facebook for CSR and not just personal use. Almost half of non-corporate respondents use one of the major platforms – LinkedIn, Twitter and Facebook – at least monthly for CSR reasons. Use of Facebook for CSR in particular has ballooned and now matches Twitter as the second most important social network for CSR after LinkedIn. The number of respondents saying they're not interested in what companies do in social media has halved since 2011, and now stands at just 6.3%.

But what do users expect of companies in social media? Not surprisingly, **they'd like companies to act like regular people**, answering questions, commenting on topical issues and sharing news, opinion and content that's of interest to their community. Corporate respondents, on the other hand, tend to give greater priority to "pushing" pre-confectioned content, from press releases to videos.

NOT JUST TEXT AND TABLES, PLEASE!

Although the CSR Online Awards Survey reflects the views of many "expert" users, it's surprising how important visual (and non-textual) communications is. Of the corporate and non-corporate users:

>> More than two thirds state they have consulted diagrams and charts in the past six months
>> 43% claim to have used interactive data tools
>> Two out of five watch CSR-related videos on YouTube on at least a monthly basis
>> 48% say they are looking at infographics for CSR information

How should companies behave in social media? *

* Multiple responses allowed, stakeholder responses only

Answering stakeholder questions	55%
Distributing case studies	38%
Requesting feedback	31%
Commenting on issues	29%
Sharing news, etc.	23%

Non-textual content used in past six months *

Diagrams and charts	71%
Infographics	48%
Video	47%
Interactive data tool	43%
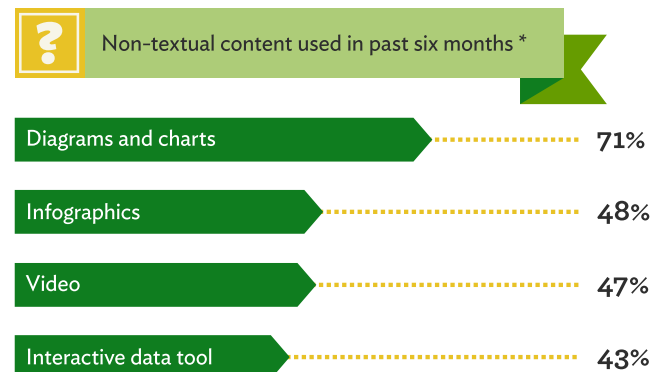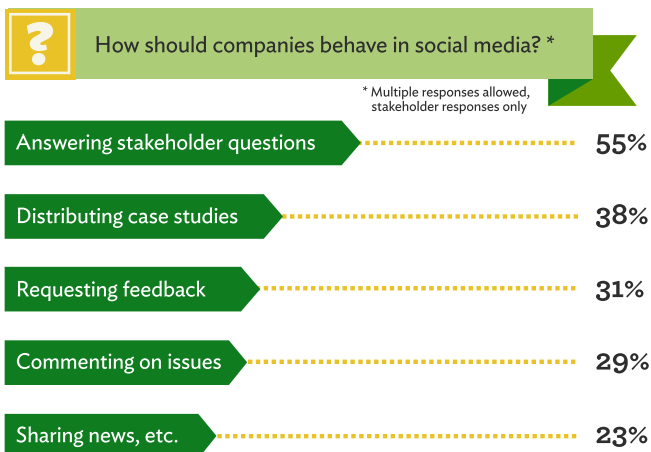
* Multiple responses allowed

FURTHER FINDINGS

Further findings have been reported on our blog summarising the many comments we received about what makes user mad and what makes them happy about online CSR information:

160 reasons you should care about online CSR communications (part 1): what infuriates readers

279 reasons you should care about online CSR communications (part 2): what pleases readers

You can also see our infographic with results of the survey on our **Pinterest board**.

MAPPING THE NEEDS OF "NON-EXPERTS"

We refined our research further by examining third-party surveys that throw light on the requirement of "non-expert" audiences such as consumers and employees. The aim is to interpret these surveys – often conducted with a marketing approach – from the point of view of corporate communications.

In general, these third-party surveys show how aware many consumers are about the critical role companies play in constructing a more sustainable future. **In fact, it's surprising how much the "non-expert" audience is aligned with the professionals:**

>> They don't trust grand claims and generic commitments;
>> They want credible data and concrete evidence of companies' environmental performance;
>> They are keenly aware of the importance of sustainability to the core business of selling products and services;
>> They want to see how companies are ensuring the wellbeing of employees, suppliers and consumers.

For more information, read our blog post with key insights from these third-party surveys: **Six studies to help communicate corporate responsibility to non-experts**.

FEEDBACK AND SUGGESTIONS

The CSR Online Awards Survey will remain open during the entire year and renewed with a fresh set of questions annually. Our aim is to capture as many responses as possible from a wide range of people and build an on-going monitor of trends in online CSR communications.

So, if you haven't already done so, have your say and take the survey (it takes 10-15 minutes) at **this link**. If you leave an email address in the final question, we'll send you a summary of the findings.

If you have feedback on the 2012 survey or suggestions for questions and topics to include in next year's questionnaire, we'd love to hear from you and have set up a separate **feedback survey**.

lundquist.

CSR
ONLINE
AWARDS
2 0 1 2

lundquist.

OUR RESPONDENTS

400 people from 52 different countries responded to an online survey of 26 questions during June–Sept. 2012.

Age

9.1%
8.5%
20.5%
32.7%
29.1%

Legend:
- 18–25
- 26–35
- 36–45
- 46–55
- 55+

Nationality

15.6%
10.9%
60.2%
8.4%
4.9%

Legend:
- Mainland Europe
- Nordic region
- UK & Ireland
- USA & Canada
- Rest of world

CSR experience

19.2%
15.9%
19.7%
17.5%
27.6%

Legend:
- Less than 1 year
- 1–2 years
- 3–5 years
- 6–10 years
- 10+ years

Job profile

59%
41%

Legend:
- Stakeholder profile
- Corporate positions

41%

CSR directors
CSR managers
Other CSR profiles
Investor relations
Human resources
and other corporate positions

59%

Analysts / Investors
Communications experts
Journalists
NGOs / Civil society
Rating agencies
Researchers / Think tank
Students
Sustainability consultants
University professors / Lecturers

lundquist.

Assumptions & methodology

ASSUMPTIONS BEHIND THE RESEARCH

The CSR Online Awards are underpinned by a series of assumptions about the essential ingredients for communicating on the internet. These "pillars" of online CSR 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. In 2012 we have added a seventh pillar, distinctiveness.

7 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 communicate a coherent, interconnected story across its different sections and in related off-site and social media channels

Open:

Companies must be open to feedback, discussion and debate, including via social media, and demonstrate that outside opinions are heard and taken into consideration

User friendly:

Users must be able to find what they are looking for quickly through intuitive and jargon-free navigation, and content must be optimised for on-screen reading

Engaging:

A website should employ a range of formats – including video, animation, images, (info)graphics – to draw the audience in, tell a dynamic story

Concrete:

Users want fact, relevant evidence as well as pertinent and credible data, not self-promotion, empty commitments and marketing messages

Distinctive:

Comparability of data is essential but companies should also convey a distinctive vision of what CSR means in the context of their individual business strategy, market position, geography and corporate culture.

THE EVALUATION PROTOCOL

The evaluation criteria are based on an annual survey sent to **CSR professionals, sector experts, stakeholder representatives** as well as **CSR managers** of companies included in the study. The responses are supplemented by analysis of third-party surveys that throw light on the requirement of other audiences such as **consumers** and **employees**.

The survey allows us to identify the essential information these users look for online and monitor trends in the use of website content and social media.

Answers to the 2012 survey (excluding CSR staff and other corporate 'insiders') were analysed to revise existing criteria and 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 68 criteria were used, containing 112 different parameters. The maximum score was 100 points. The protocol was divided into 11 sections and three macro areas:

>> **Content**: six sections totalling 37 criteria and 51 points (-7 vs. 2011)
>> **User experience**: two sections of 16 criteria for 20.5 points (+2 vs. 2011)
>> **Ongoing engagement**: three sections with 14 criteria totalling 26.5 points (+4 vs. 2011)

Two extra points were available to reward commendable information or features that were not covered in the criteria or particular excellence in some aspect of the protocol.

A significant evolution in the evaluation protocol this year regards a system of penalty points introduced to better reflect website usability. Rather than judge a company's online CSR communications by simply counting all its "positive" aspects (through the 69 criteria), we took score away for "negative" elements (-0.5 per criterion). Penalties were incurred principally in two cases:

>> Problems of **information architecture** and **menu structure** that made information hard to find or located in an illogical or inappropriate place
>> Problems of **usability** in consulting the website content or its functions, including legibility of images, charts and diagrams.

The evaluation protocol used in the CSR Online Awards is the same for all country and regional rankings, meaning that all results are directly comparable.

Structure of the CSR Online Awards evaluation protocol 2012

SECTION	CRITERIA	POINTS
Macro area: CONTENTS		
Overview	8	10.5
Reporting	7	14
Environment	4	6
Social	7	8.5
Ethics & governance	6	6
SRI	5	6
TOTAL	37	51
Macro area: USER EXPERIENCE		
Navigability & usability	8	11
Visual communications	8	9.5
TOTAL	16	20.5
Macro area: ONGOING ENGAGEMENT		
Interactivity	4	8
News & resources	5	6
Dialogue & contacts	5	12.5
TOTAL	14	26.5
Commendable information	1	2
GRAND TOTAL	68	100

Source: CSR Online Awards

CHANGES TO THE CRITERIA IN 2012

The protocol was substantially rationalised this year, with the effect of reducing the weight of the Contents macro area in favour of ongoing engagement and the user experience. Less importance was given to "standard" information that companies have in their reports and are replicated by most on their websites. Greater weight went to aspects that distinguish excellence in online communications, including use of social media, video and other visual elements.

Eight criteria were eliminated, including low-value added information such as environmental and community commitments. **An equal number of criteria were incorporated into others** and the Conventions & Associations section was eliminated, with the elements included in it redistributed. **Three new criteria were added** and another **two were carved out of existing criteria**, all reflecting the further evolution of digital communications towards new formats and devices, such as tablets, social media and infographics. The total effect was to reduce the protocol by 11 criteria (68 in 2012 vs. 79 in 2011).

SELECTION OF COMPANIES

The CSR Online Awards judges the quality of online corporate communications of publicly traded companies, organised into a series of national and regional rankings.

Lundquist draws on recognised stock indexes to draw up its rankings and no company can opt in or out of its own accord. In Italy, a selection of large private companies was added this year. For the first time, companies not reporting on CSR or sustainability were excluded from the evaluations. This was done both to raise awareness of which large companies are not reporting non-financial information and also to enhance the comparability of the CSR Online Awards.

The rankings were defined as follows:
>> In *Europe*, all members of the FTSE Eurotop 100 Index as of 18 May 2012 (although the index contained 100 components, Unilever was counted as two entities: for the purpose of our research, Unilever was counted as a single company having a single website)
>> In *Germany*, the 30 components of the benchmark DAX index as of 28 May 2012, according to the Deutsche Börse website
>> In *Italy*, the 85 largest companies by market capitalisation in the FTSE Italia All-Share Index as of 24 April 2012 plus the 15 largest non-listed Italian companies or Italy-registered units of foreign companies in terms of 2011 sales that also report on corporate responsibility/sustainability/HSE (or with a country-level report in the case of foreign companies)
>> For the *Nordic region*, the 40 members of the OMX Nordic 40 Index as of 28 May 2012, as published on the NASDAQ OMX website
>> In *Switzerland*, the 20 largest companies from the SMI Expanded index by capitalisation as published by the SIX Swiss Exchange website on 25 May 2012, excluding seven that do not report on corporate responsibility/ sustainability

In total, **252 companies** were taken into consideration as part of the research. Excluding those without a report, **199 websites** were evaluated (**-10.4% from 2011**).

WEBSITE ASSESSMENTS

The assessments were carried out over a period stretching from July to October 2012. All companies were notified of the research by email with a cut-off date communicated to companies in each ranking. For companies included in more than one ranking, only one score was produced (generally the score obtained in the Europe 100 list).

Each company's website was evaluated twice by two different Lundquist analysts. Top-ranking companies were evaluated a third time. The **English language** version of each website was consulted with the exception of the Italian ranking, which evaluated the Italian version. Italian companies included in the Europe ranking were evaluated in English only.

The assessment was restricted to the **CSR (or equivalent) section of the website** to reflect the fact that this is a point of reference 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.**

This rule also aims to reward websites that fully integrate CSR-related information, for example with cross-links. Given the size of many corporate websites, users should find the necessary "signposts" to find the information they are looking for. In the same way, the content of mini-sites was evaluated only in cases where users were clearly directed there in association with CSR-related information.

Where companies had more than one section of the website (at the same menu level) dealing with CSR-related issues, all of these sections were evaluated.

The contents of **CSR reports** (online or in PDF) were excluded from the assessments because the research aims to understand how corporate websites are used to communicate CSR to a broad audience and not to assess reporting per se.

As above, however, report content was evaluated whenever a direct, specific link was provided to the relevant page or pages in the report as a way to guide users to further information (generic links to the report homepage or to entire sections were not considered).

Online reports were evaluated in their entirety only in the case of **web-based reporting**, when the report was **fully integrated within the CSR section of the corporate website**: this format involves offering only one online source of CSR information (hence no conflict between report content and website content and generally 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).

Some companies focus their online CSR strategy almost entirely on the HTML version of their report. In many cases, the content of the website section is reduced to a minimum as a result. In line with our methodology, companies adopting this approach tend to receive low scores in our evaluations: we recognise that that they may have otherwise commendable online CSR reports.

CSR Online Awards 2012 Europe 100

Position 2012	Position 2011	Delta (2011-12)	Company Name	Country	Score 2012
1	1	=	*Centrica*	GB	74
2	3	↗	*Telecom Italia*	IT	73,25
3	22 =	↗	*Unilever*	GB/NL	73
4	4	=	*Eni*	IT	71,5
5	19 =	↗	*SABMiller*	GB	68
6 =	5 =	↙	*Nestlé*	CH	66
6 =	5 =	↙	*UniCredit*	IT	66
8	11	↗	*BBVA*	ES	64,25
9	13	↗	*Allianz*	DE	63,5
10	22 =	↗	*Credit Suisse*	CH	63
11	7	↙	*Enel*	IT	62,5
12	8 =	↙	*E.ON*	DE	60,5
13	8 =	↙	*Intesa Sanpaolo*	IT	59,75
14	41	↗	*Repsol-Ypf*	ES	58,5
15	16 =	↗	*Royal Dutch Shell*	GB/NL	57,5
16	37 =	↗	*Bayer*	DE	57,25
17 =	14 =	↙	*BASF*	DE	56,75
17 =	82	↗	*Royal Bank Of Scotland*	GB	56,75
17 =	25 =	↗	*UBS*	CH	56,75
20	19 =	↙	*Deutsche Bank*	DE	56,5
21 =	33	↗	*Ericsson*	SE	56,25
21 =	32	↗	*Vodafone*	GB	56,25
23	25 =	↗	*Imperial Tobacco*	GB	55,5
24	10	↙	*Siemens*	DE	55,25
25 =	43	↗	*Roche*	CH	55
25 =	56 =	↗	*Telefonica*	ES	55
27	56 =	↗	*Fortum*	FI	54
28	34 =	↗	*Holcim*	CH	53,25
29 =	28 =	↙	*Munich Re*	DE	53
29 =	22 =	↙	*RWE*	DE	53
31	44 =	↗	*Schneider Electric*	FR	52,75
32	47 =	↗	*BP*	GB	52,5
33 =	51 =	↗	*Generali*	IT	52,25
33 =	34 =	↗	*National Grid*	GB	52,25
35	12	↙	*Novo-Nordisk*	DK	52
36	n.a.	n.a.	*Atlas Copco*	SE	51,75
37 =	51	↗	*Novartis*	CH	50
37 =	42	↗	*Xstrata*	GB	50
39	46	↗	*Anglo American*	GB	49,5
40 =	28 =	↙	*Daimler*	DE	49
40 =	60 =	↗	*Société Generale*	FR	49
42	34 =	↙	*Iberdrola*	ES	48,75

Position 2012	Position 2011	Delta (2011-12)	Company Name	Country	Score 2012
43	59	↗	*BG Group*	GB	48,5
44	47 =	↗	*AstraZeneca*	GB/SE	47,5
45 =	65 =	↗	*Hennes & Mauritz*	SE	46,75
45 =	51 =	↗	*Tesco*	GB	46,75
47	44 =	↙	*Volvo*	SE	45,5
48	37 =	↙	*Total*	FR	45,25
49	n.a.	n.a.	*Telenor*	NO	45
50	69	↗	*ArcelorMittal*	LU	42,75
51	n.a.	n.a.	*Richemont*	CH	41,75
52	83 =	↗	*A P Moller - Maersk*	DK	41,25
53 =	68	↗	*British American Tobacco*	GB	41
53 =	83 =	↗	*Standard Chartered*	GB	41
55	18	↙	*BMW*	DE	40,5
56	51 =	↙	*Credit Agricole*	FR	40,25
57 =	56 =	↙	*Barclays*	GB	40
57 =	14 =	↙	*Rio Tinto*	GB	40
59	60 =	↗	*Syngenta*	CH	39,5
60 =	78 =	↗	*Philips*	NL	39
60 =	67	↗	*TeliaSonera*	SE	39
62	39 =	↙	*AXA*	FR	38,75
63 =	73 =	↗	*HSBC*	GB	38,5
63 =	65 =	↗	*ING*	NL	38,5
63 =	30 =	↙	*Nokia*	FI	38,5
66	27	↙	*L'Oreal*	FR	38,25
67	30 =	↙	*ABB*	CH	38
68 =	78 =	↗	*BNP Paribas*	FR	37,25
68 =	39 =	↙	*Sanofi*	FR	37,25
70	n.a.	n.a.	*Linde*	DE	37
71 =	63 =	↙	*Deutsche Telekom*	DE	36,5
71 =	94	↗	*Statoil ASA*	NO	36,5
73	62	↙	*Vivendi*	FR	35,75
74	47 =	↙	*Electricité de France (EDF)*	FR	35,5
75	78 =	↗	*GDF SUEZ*	FR	34,75
76	87	↗	*Nordea Bank*	SE	34,5
77	95	↗	*Banco Santander*	ES	34
78	71 =	↙	*Reckitt Benckiser*	GB	33,5
79	73 =	↙	*SAP*	DE	33,25
80	73 =	↙	*Danone*	FR	31,75
81	73 =	↙	*Heineken*	NL	30,25
82 =	70	↙	*Carrefour*	FR	28,5

lundquist.

Position 2012	Position 2011	Delta (2011-12)	Company Name	Country	Score 2012
82 =	19 =	↙	GlaxoSmithKline	GB	28,5
84	96	↗	Anheuser-Busch InBev	BE	28
85	50	↙	France Telecom	FR	27,75
86	88	↗	St Gobain	FR	27
87	89 =	↗	Vinci	FR	26,5
88	97	↗	Air Liquide	FR	26
89 =	89 =	=	Diageo	GB	25,5
89 =	85	↙	Endesa	ES	25,5
91	86	↙	Prudential	GB	25
92	89 =	↙	LVMH	FR	24,5
93	51 =	↙	Volkswagen	DE	23,5
94	81	↙	Zurich Insurance	CH	22,75
95	93	↙	Lloyds Banking	GB	22,25
96	98 =	↗	Tenaris	IT	20,75
97	98 =	↗	BHP Billiton	GB	17,75
98	92	↙	Inditex	ES	14
99	n.a.	n.a.	Glencore International	GB	11

CSR Online Awards Germany 2012

Position 2012	Position 2011	Delta (2011-12)	Company name	Score 2012
1	4	↗	*Allianz**	63,5
2	2	=	*E.ON**	60,5
3	11	↗	*Adidas*	60
4	1	↙	*Deutsche Post*	57,75
5	13	↗	*Bayer**	57,25
6	5	↙	*BASF**	56,75
7	7	=	*Deutsche Bank**	56,5
8	3	↙	*Siemens**	55,25
9	9 =	=	*Münchener Rück**	53
9	8	↙	*RWE**	53
11	9 =	↙	*Daimler**	49
12	21 =	↗	*MAN*	47,25
13	12	↙	*Henkel*	46,25
14	18 =	↗	*HeidelbergCement*	42,5
14	15	↗	*Merck*	42,5
16	24	↗	*Deutsche Börse*	40,75
17	6	↙	*BMW**	40,5
18	26	↗	*ThyssenKrupp*	40
19	17	↙	*Deutsche Lufthansa*	39,25
20	14	↙	*Linde**	37
21	20	↙	*Deutsche Telekom**	36,5
22	18 =	↙	*Beiersdorf*	35,25
23	23	=	*Metro*	34
24	25	↗	*SAP**	33,25
25	27	↗	*Infineon Technologies*	26,75
26	16	↙	*Volkswagen**	23,5
27	21 =	↙	*K+S*	22,25
28	28	=	*Commerzbank*	18

* Companies included in the CSR Online Awards Europe 2012.

CSR Online Awards Nordic countries 2012

Position 2012	Position 2011	Delta (2011-12)	Company Name	Country	Score 2012
1	9	↗	Ericsson*	SE	56,25
2	5	↗	SCA	SE	54,5
3	14	↗	Fortum*	FI	54
4	10	↗	Electrolux	SE	53,5
5	1	↙	Novo Nordisk*	DK	52
6	3 =	↙	Atlas Copco*	SE	51,75
7	2	↙	Danske Bank	DK	51
8	13	↗	AstraZeneca*	GB/SE	47,5
8	15	↗	Swedbank	SE	47,5
10	17 =	↗	Hennes & Mauritz*	SE	46,75
11	11 =	=	Volvo*	SE	45,5
12	17 =	↗	UPM-Kymmene	FI	44,5
13	19 =	↗	Wärtsilä	FI	42
14	32	↗	A.P. Møller - Mærsk*	DK	41,25
15	8	↙	Carlsberg	DK	41
16	16	=	Skanska	SE	40
17	24	↗	ASSA ABLOY	SE	39,75
18	21 =	↗	SEB	SE	39,5
19	30	↗	SCANIA	SE	39,25
20	19 =	↙	TeliaSonera*	SE	39
21	6 =	↙	Nokia*	FI	38,5
21	25 =	↗	Swedish Match	SE	38,5
23	6 =	↙	ABB*	SE/CH	38
24	28	↗	Tele2	SE	37
25	11 =	↙	SKF	SE	36,5
26	25 =	↙	KONE	FI	36,25
27	23	↙	Sandvik	SE	35,5
28	33	↗	Nordea Bank*	SE	34,5
29	3 =	↙	Metso	FI	33,5
30	25 =	↙	Boliden	SE	28,5
31	34	↗	Alfa Laval	SE	26
32	n.a.	n.a.	Nokian Tyres	FI	19
33	35	↗	Sv. Handelsbanken	SE	17,5
34	n.a.	n.a.	Lundin Petroleum	SE	17
35	n.a.	n.a.	Millicom International Cellular	SE	16,5
36	37	↗	Getinge	SE	9,75

CSR Online Awards Switzerland 2012

Position 2012	Position 2011	Delta (2011-12)	Company name	Score 2012
1	1	=	*Nestlé**	66
2	2	=	*Credit Suisse**	63
3	3	=	*UBS**	56,75
4	6	↗	*Roche**	55
5	5	=	*Holcim**	53,25
6	7	↗	*Novartis**	50
7	10	↗	*Swisscom*	47,25
8	9	↗	*Richemont**	41,75
9	8	↙	*Syngenta**	39,5
10 =	4	↙	*ABB**	38
10 =	14	↗	*SGS*	38
12	n.a.	n.a.	*Geberit*	36,75
13	13	=	*Swiss Re*	35
14	n.a.	n.a.	*Givaudan*	34
15	n.a.	n.a.	*Sika*	30
16	11	↙	*Adecco*	28,5
17	n.a.	n.a.	*Schindler*	27,5
18	12	↙	*Zurich Insurance**	22,75
19	n.a.	n.a.	*Sonova*	20,75
20	n.a.	n.a.	*Kuehne + Nagel*	19,75

*Companies included in the CSR Online Awards Europe 2012.

Full disclosure: Lundquist has provided CSR services or reports in the past two years to the following companies included in the CSR Online Awards 2012: Assicurazioni Generali, Bayer, Credit Suisse, Deutsche Post DHL, Enel, Eni, Intesa Sanpaolo, Novartis, RWE, Swiss Re, Telecom Italia, UBS and UniCredit.

Read our website:
lundquist.it

Watch our videos on YouTube

Follow us on Facebook

Follow our day-to-day activities on Twitter

Read our news and thoughts on our blog:
lundquist.it/blog

Read our presentations and research on Slideshare

Connect with our professionals and follow us for updates on events and activities

Follow our board on visual communications on Pinterest