



RepTrak™ Belgium

2013

Responsibility
as a reputation driver





**RepTrak™
Belgium 2013**

Reputation in a nutshell

**Responsibility
as a reputation driver**

THE CONCEPT OF CORPORATE REPUTATION

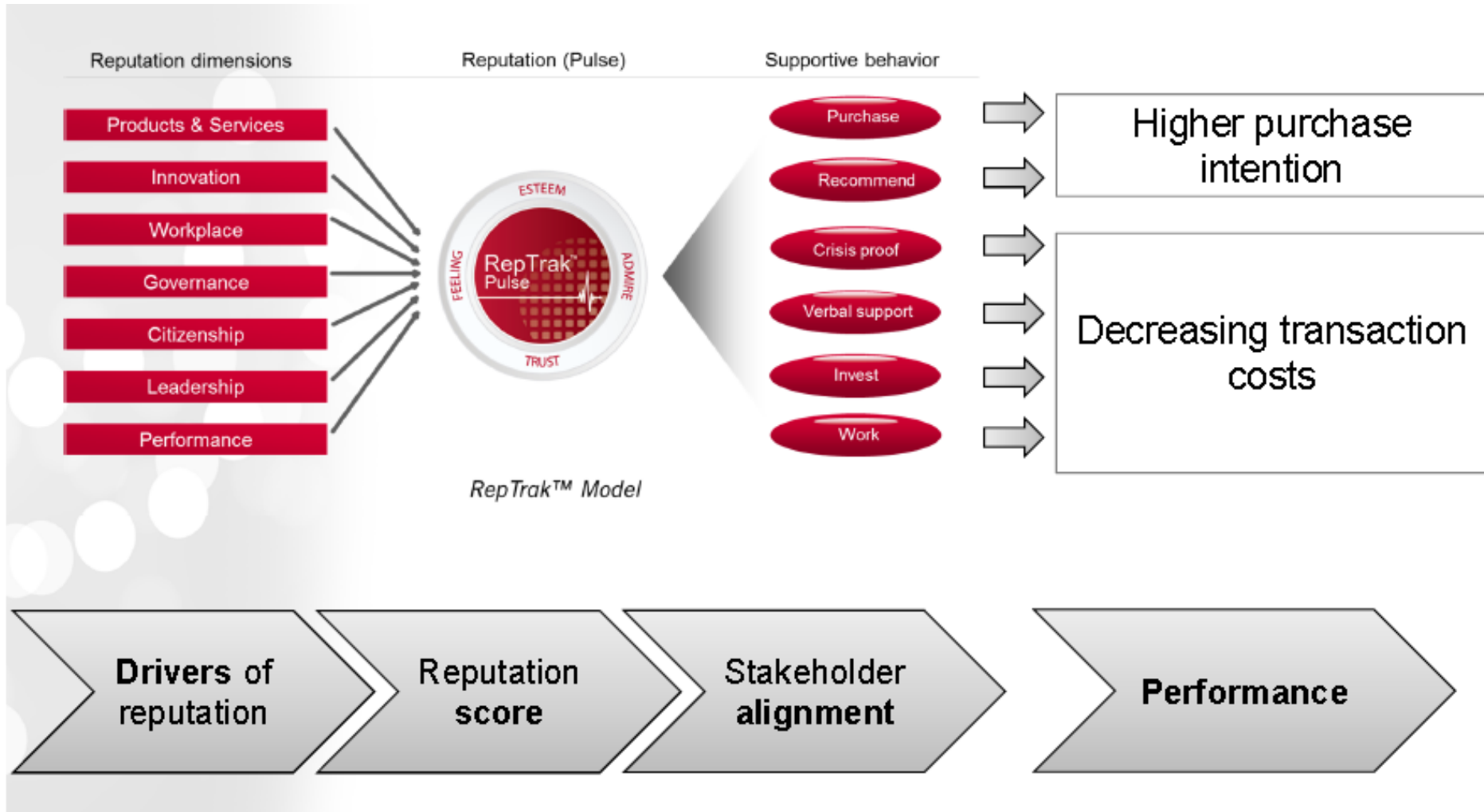
Reputation is a perceptual representation of a company's past actions and future prospects that describes the firms' overall appeal to all its key constituents when compared with other leading rivals.

This is measured by the Pulse score

The reputation ranking of the 35 largest Belgian companies is based on this Pulse score.



THE REPTRAK™ MODEL





NEW THIS YEAR : TWO AWARDS



Total Sample

- 16.987 respondents
- representative of the Belgian population

Sample per company

- 300 respondents
- on basis of familiarity about the company

Field period

- January and February 2013

Data collection method

- 15 minutes on line interviews
- Scores are adjusted to overcome cultural bias

Criteria of inclusion in the assessment

- predominantly Belgian ownership or have a significant Belgian history
- companies were ranked on the BEL20 index, revenue, profit and number of employees
- known by at least 40 % of general public
- already assessed in 2012



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Belgium 2013

Responsibility

Responsibility
as a reputation driver

- Assuming consequences
- Long term vision
- Seeing at 360°
- Dedication to collective cause
- Trustworthiness
- Managing risk
- Accepting its influence
- Acknowledging
- Accountability from A to Z
- Engagement
- Manages expectations
- Honesty

CSR IN THE REPTRAK™ MODEL

High quality products
Good value for money
Stands behind its products
Meets customer needs

Is an innovative company
Is generally first to market
Adapts quickly to change

Rewards employees fairly
Concerned with employees
Offers equal opportunities

Open and transparent
Behaves ethically
Fair in the way it does business

Environmentally responsible
Supports good causes
Positive influence on society

Well-organized company
Strong and appealing leader
Excellent management
Clear vision for its future

Is a profitable company
Performs better than expected
Strong prospects for growth

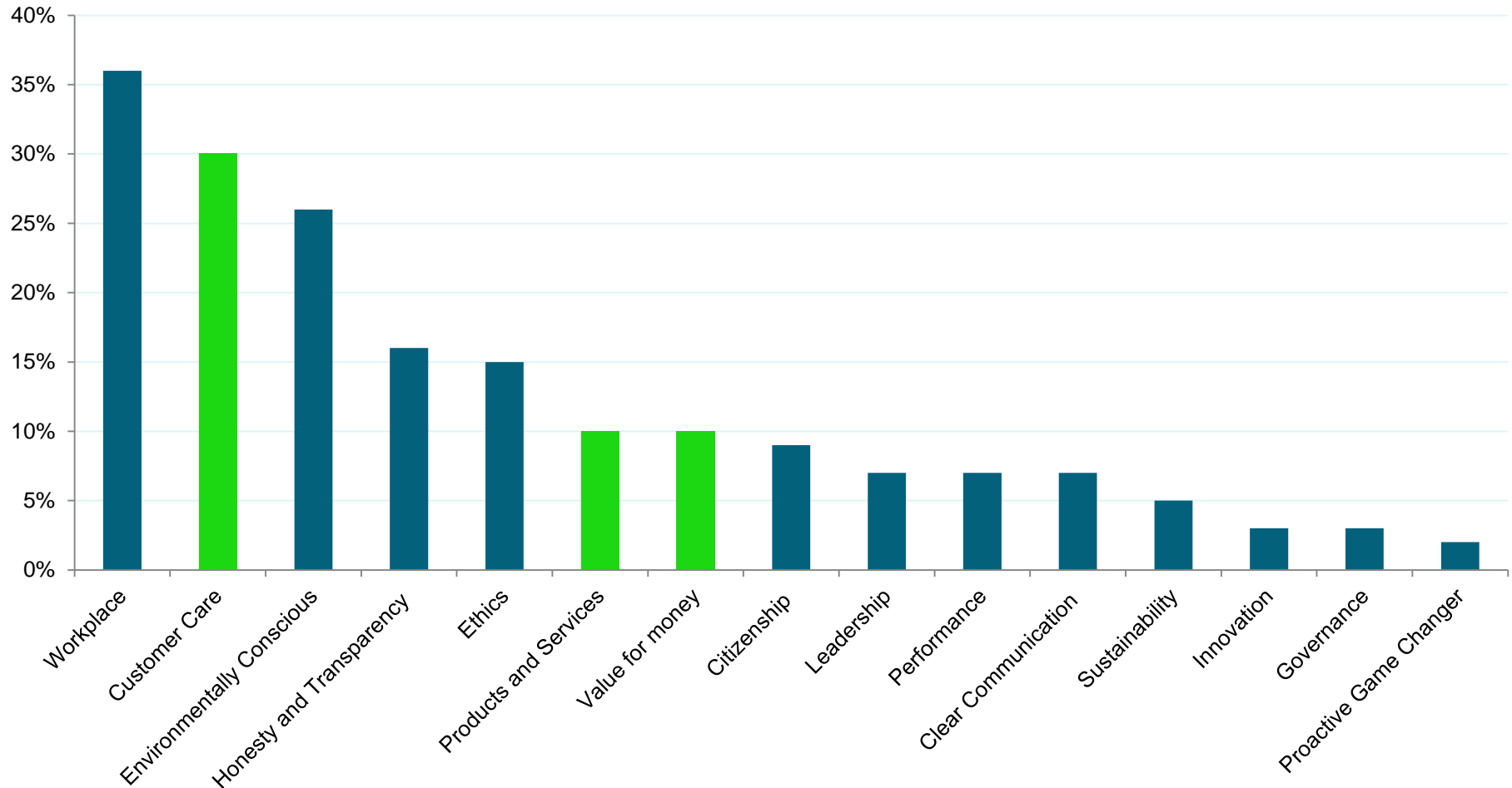
Workplace

Governance

Citizenship



WHAT ARE THE MOST IMPORTANT ELEMENTS OF CORPORATE RESPONSIBILITY?



n = 5600



WORKPLACE

Healthy work/life balance
 Equal employment opportunity
 Motivates, invests in, cares for employees
 Nice place to work
 Fairness/salaries
 No discrimination
 Employee health & safety
 Employee mobility
 Creates employment

« Een bedrijf dat rekening houdt met zijn werknemers, die luistert naar de mensen op de werkvloer en die loon naar werk geeft »



CUSTOMER CARE

Respect for customers
 Engages customers in decision-making
 Listens to customers
 Warns customers about (abuse/overuse of) products
 Attention to customer health
 Rewards long-term customers

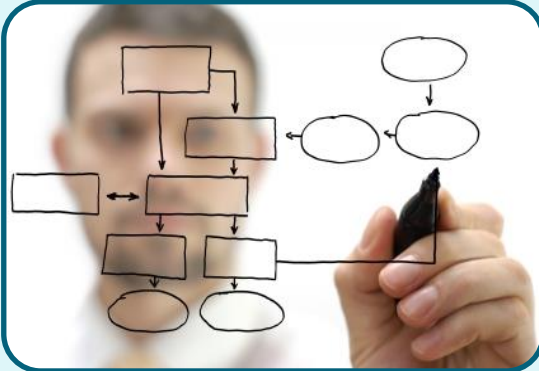
« En charge et respectueux de sa clientèle, répond et anticipe les besoins de ses clients »



ENVIRONMENTALLY CONSCIOUS

Environmentally friendly
 Minimal ecological footprint
 Conscious packaging
 Attention to environmental needs

« Prend en compte l'environnement dans son processus même, et pas simplement des mesures pour limiter les dégâts a posteriori »



HONESTY & TRANSPARENCY

Transparent reporting
 Willing to own up to mistakes
 Honest
 No false publicity/marketing
 Living up to promises
 Assuming responsibility of actions

« Une entreprise qui reconnaît spontanément ses erreurs lors d'accidents... une entreprise qui maintient ses belles promesses »



ETHICS

Aware of societal impact
 Considerate, 'Good', 'Correct'
 Loyal
 No top salaries
 Equal & fair towards all stakeholders
 Respects human rights in supply chain

« Een bedrijf dat een goede afweging maakt tussen eigen profijt en profijt voor de maatschappij »



VALUE FOR MONEY

Quality/pricing
 Fair pricing

« Une entreprise qui respecte la balance qualité / prix »

AKKANTO RESPONSIBILITY INDEX

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Good value for money
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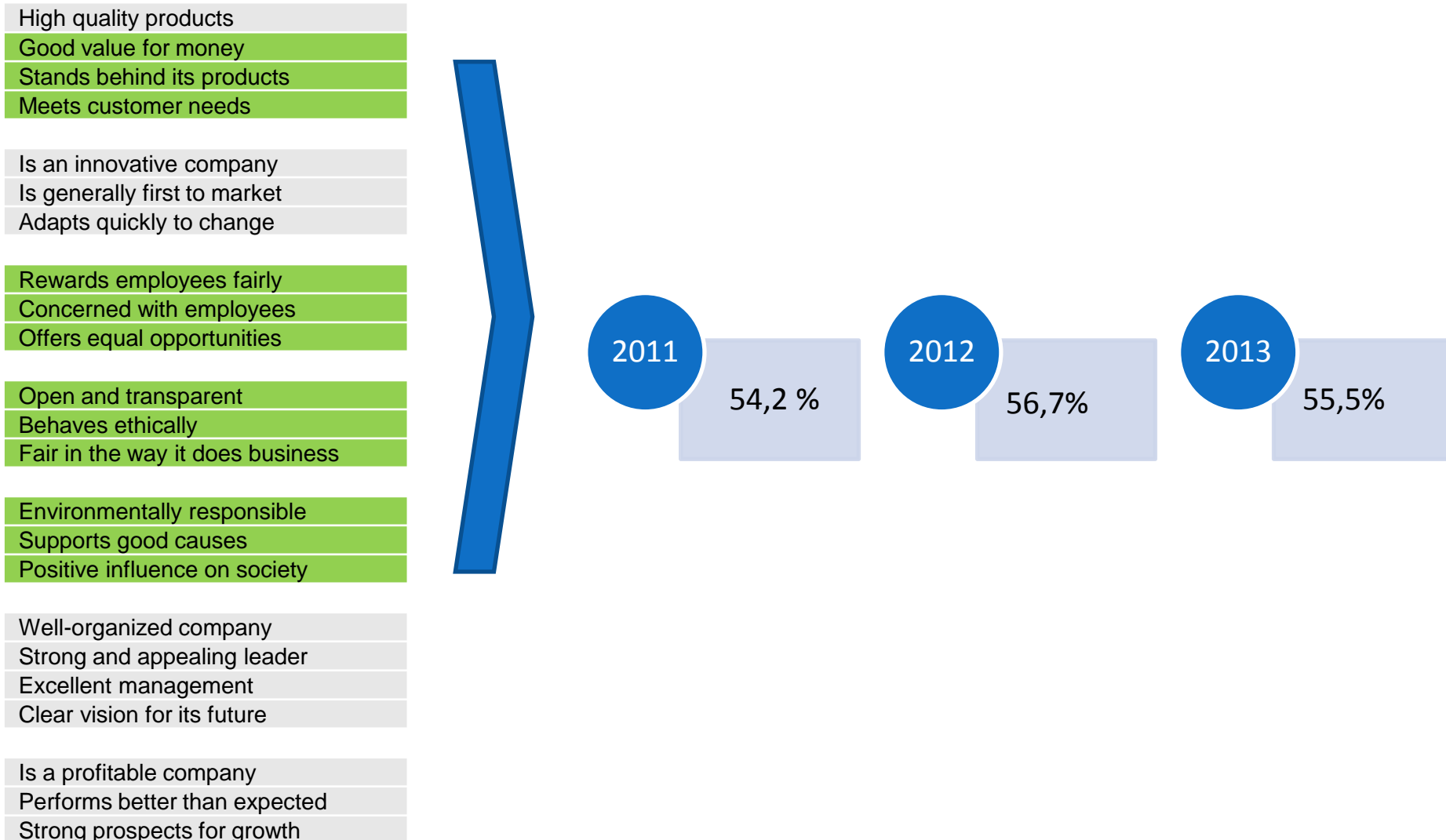
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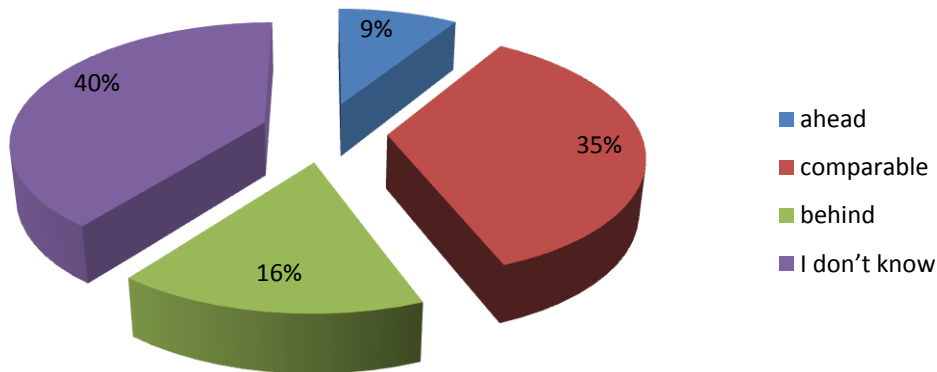


WEIGHT OF RESPONSIBILITY IN REPUTATION

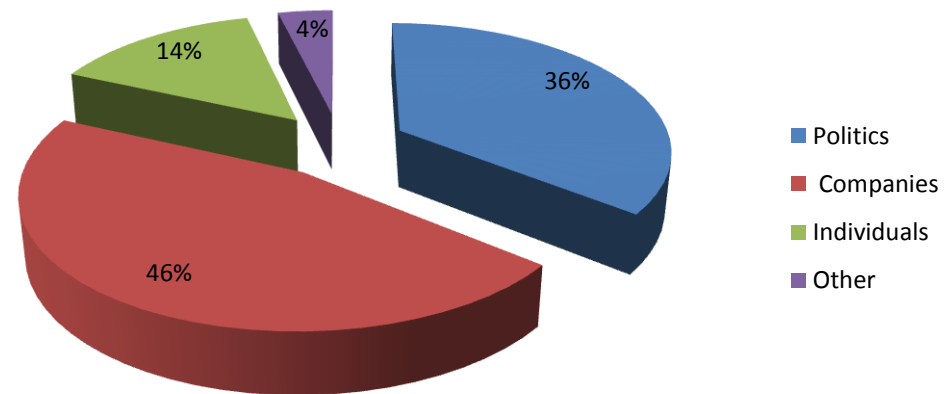


A CALL TO BELGIAN COMPANIES

Perceived position of Belgian companies versus European companies in terms of CSR



Would should drive CSR in Belgium ?



n= 16987

MORE THAN 20% CAN'T NAME A RESPONSIBLE COMPANY

« Nous ne savons que peu de choses sur le fonctionnement des sociétés. C'est le brouillard pour nous, clients »

« On ne connaît pas le vrai visage des entreprises »

« Aucune ne l'est vraiment ! Elles ne voient que les bénéfices de leurs actionnaires »

« Elles ont toutes pris des risques au-delà de leur possibilité réelle . Elles ont été dans leur monde irréel et la réalité les a toutes rattrapées »

“Niet meer! iedereen is egoïstisch geworden nu! Wie denkt voor het maatschappij nu? Alles is uitgegroeid tot de politieke en alles gaat over geld”

« C'est difficile à dire, car on ne sait pas ce qui se déroule au niveau de la hiérarchie et comment ils élaborent leurs produits »

« Een onderneming is nooit maatschappelijk verantwoord. Enkel wat werkgelegenheid betreft »

« Op dit moment is het vertrouwen zoek, zowel in bedrijven als banken »

« Ouf... ça existe encore en Belgique une entreprise responsable ?????????????? »

COMMON BELIEFS OF THE TOP 5 RESPONSIBLE COMPANIES IN BELGIUM

“We want to take our responsibilities to ensure the future of our company, our products and our environment”

“Trust and respect form an essential aspect of our success in the eyes of our clients, staff, suppliers and shareholders”

“We do this with drive and responsibility, and with the necessary openness towards the client and society”

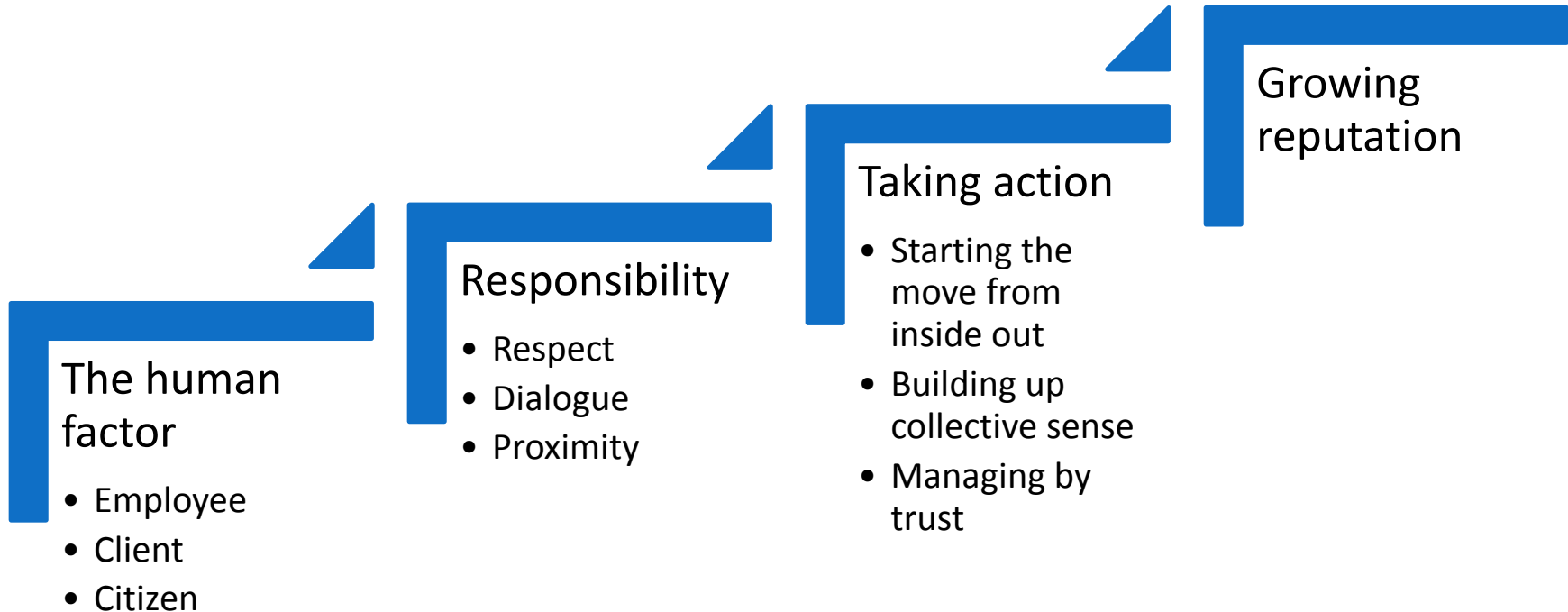
Strong values based on faith in relationships

- Excellence
- Care & Respect
- Taking initiative
- Accountability
- Courage

Strong commitment in concrete projects

- Environment
- Products
- Society
- Employees

AN URGENT CALL FOR RESPONSIBILITY !



The call to be heard :
bring back the human factor into the core of business
dynamics



David Leyssens
Kauri



Herman Toch
Dreams & Fears



Jan van der Kaaij
Between-us

DAVID LEYSSENS

NETWORK DIRECTOR



JAN VAN DER KAAIJ

MANAGING PARTNER BETWEEN-US

akkanto
adding value to your stakeholder relations



| BETWEEN  US |
CREATING BETTER BUSINESS

HERMAN TOCH

CO-FOUNDER DREAMS & FEARS



dreams & fears

unlocking your
brand's potential





RepTrak™
Belgium 2013

Results

Responsibility
as a reputation driver



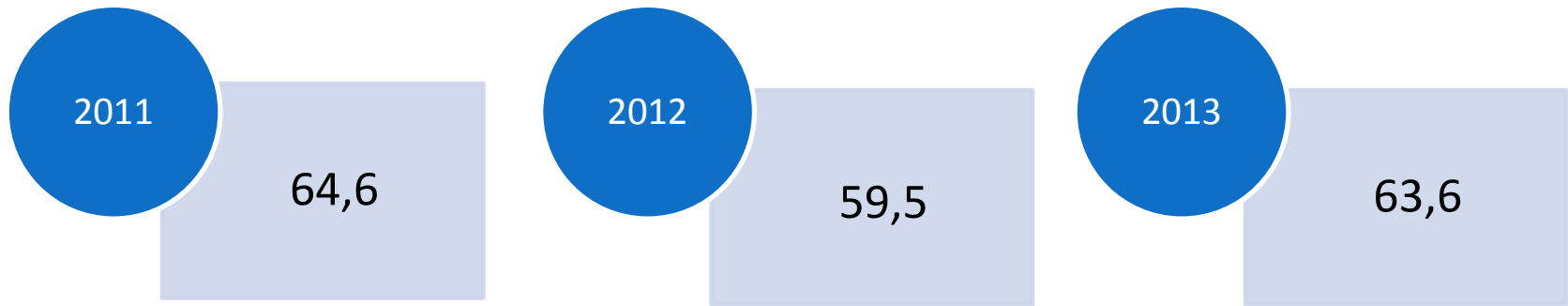
Loterie Nationale



Nationale Loterij



ALMOST BACK TO 2011 LEVEL



HIGHEST PULSE SCORE FOR 2013

colruyt



REPTRAK™ BELGIUM 2013 – PULSE SCORES

		2013	2012	2011
1	Colruyt	↑ 83.5	79.6	84.6
2	Tiense Suikerraffinaderij	↑ 76.3	71.6	na
3	Lotus Bakeries	76.1	na	na
4	Neuhaus	↑ 75.6	74.3	78.7
5	Delhaize	↑ 74.9	73.2	76.3
6	Spadel	→ 74.4	74.4	72.6
7	Duvel Moortgat	73.2	na	na
8	Janssen Pharmaceutica	↑ 71.8	70	71
9	Barry Callebaut Belgium	↑ 71.6	68.6	na
10	D'leteren	↑ 71.5	69.7	70.6
11	Makro	↑ 70.7	64	na
12	Jetair	70.2	na	na

REPTRAK™ BELGIUM 2013 – PULSE SCORES

		2013	2012	2011
13	Alpro	69.4	na	na
14	Carrefour	↑ 68.4	57.9	61.6
15	Solvay	↑ 68.3	65.6	68.6
16	Omega Pharma	↑ 68.1	66.4	68.5
17	Nationale Loterij	↑ 66.9	61.7	64.8
18	Brussels Airlines	↑ 66.0	65.4	68.1
19	bPost	↑ 64.4	59.1	55.9
20	ING	↑ 63.3	53.3	62.6
21	Alken-Maes	↑ 63.2	60.7	64.9
22	Telenet	↑ 61.2	56	61.7
23	AB Inbev	↑ 60.3	55.7	62.4
24	KBC Group	↑ 57.3	56.8	62.6

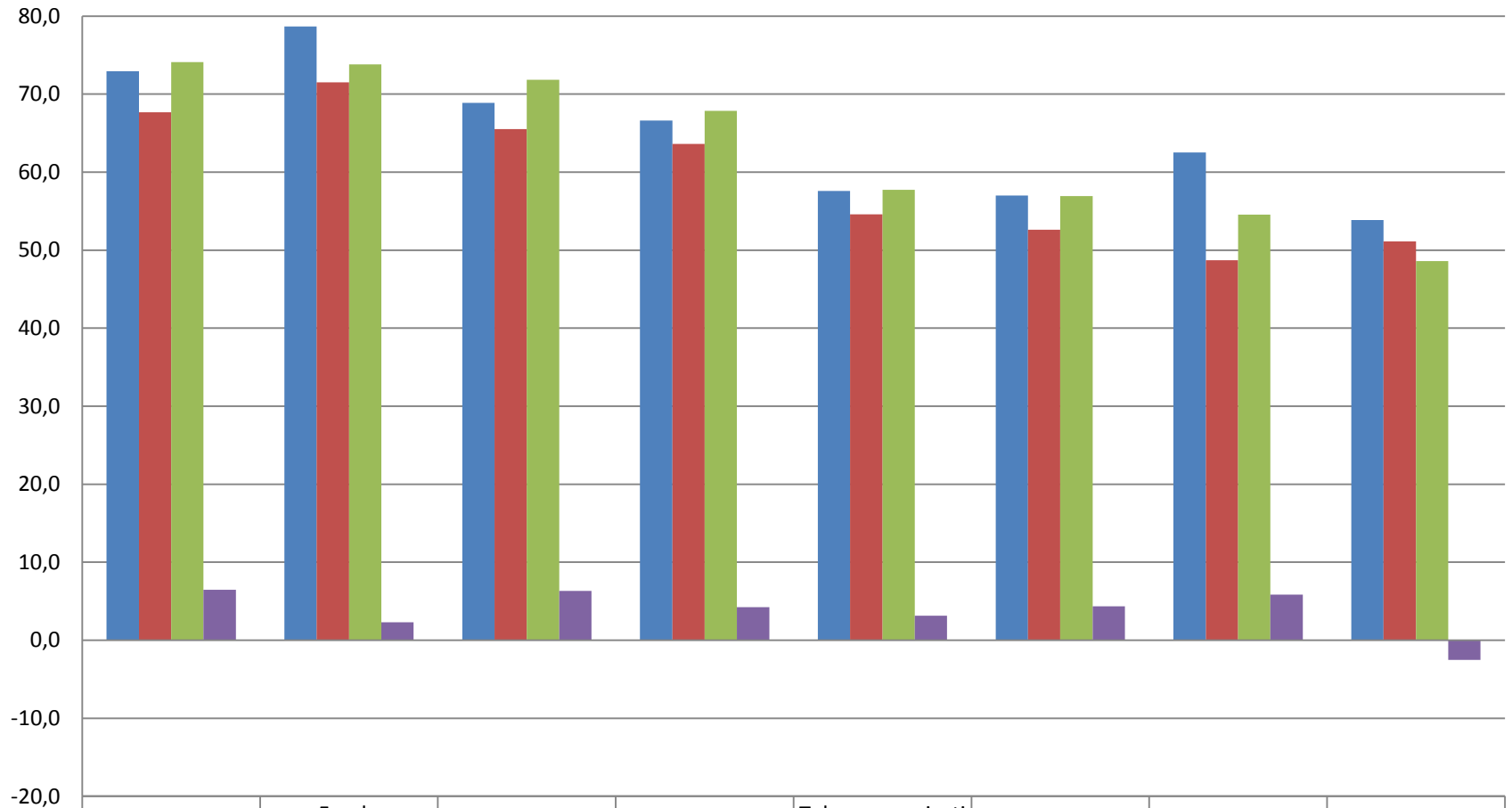
REPTRAK™ BELGIUM 2013 – PULSE SCORES

		2013	2012	2011
25	Mobistar	↑ 57.2	51.8	56.9
26	VOO	↑ 56.9	54.6	57.2
27	Belgacom	↑ 56.8	53.2	54.5
28	Base	↓ 56.5	57.5	58.6
29	Axa	↑ 56.4	54.2	63.3
30	EDF Luminus	↑ 51.0	47.4	54.7
31	BNP Paribas Fortis	↓ 50.7	50.9	60.7
32	Electrabel GDF Suez	↓ 46.1	52.1	53
33	Belfius	↑ 45.0	28.3	62.4
34	SNCB/NMBS Group	→ 43.3	43.3	43.8
35	Arcelor Mittal	↓ 38.8	46.6	na
Average Pulse Score		63.6	59.5	64.6

MOST IMPORTANT INCREASES

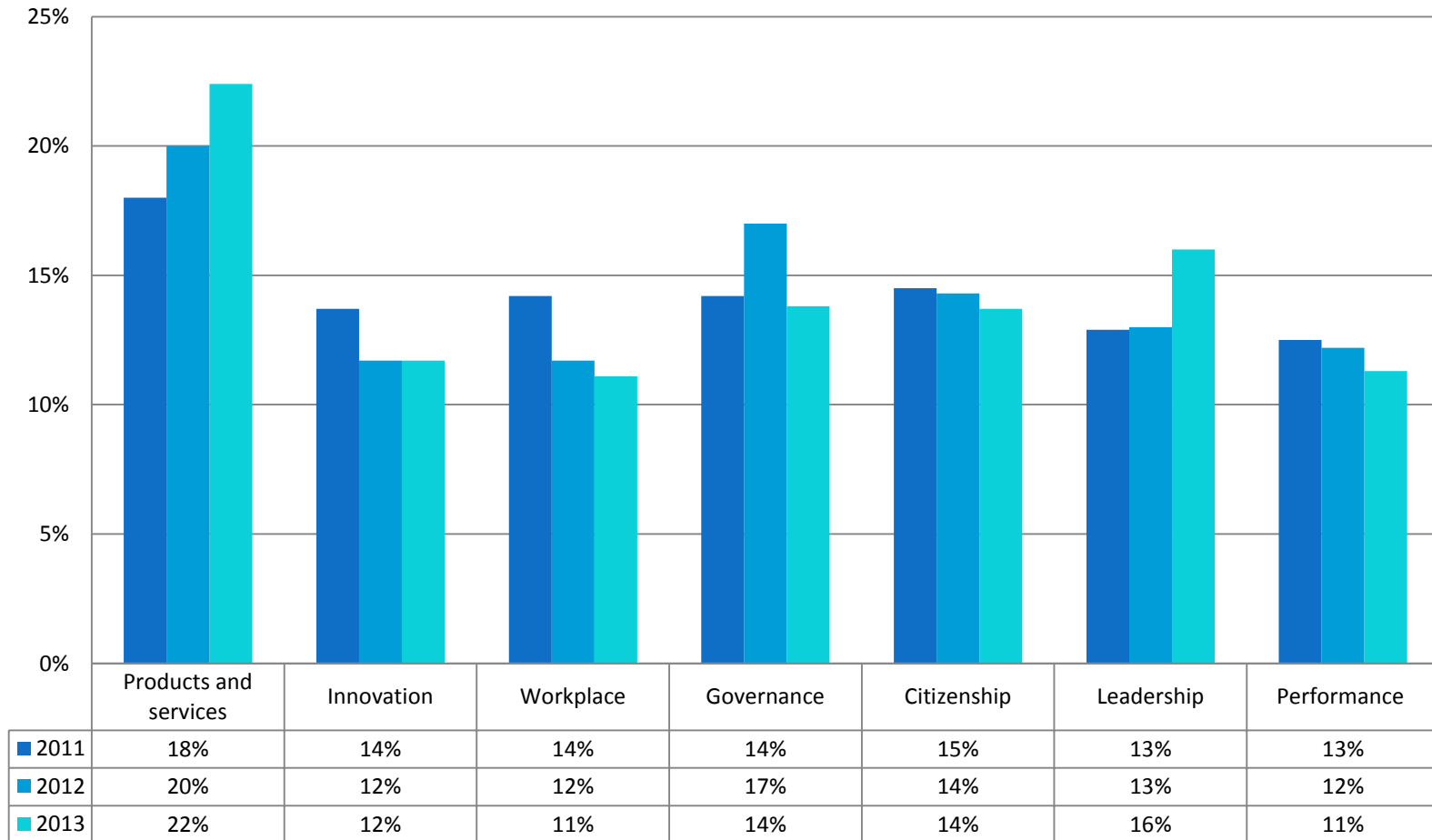
Belfius	16,7
Carrefour	10,5
ING	10

SECTORIAL RESULTS



	Distribution	Food - Manufacturing	Pharmaceuticals	Beverage	Telecommunicati ons	Transport	Banking	Energy
■ 2011	72,9	78,7	68,9	66,6	57,6	57,0	62,5	53,8
■ 2012	67,7	71,5	65,5	63,6	54,6	52,6	48,7	51,1
■ 2013	74,1	73,8	71,8	67,8	57,7	56,9	54,5	48,6
■ gap 2013 - 2012	6,5	2,3	6,3	4,2	3,1	4,3	5,8	-2,5

EVOLUTION OF REPUTATION DRIVERS



TOP 5 PER DIMENSION

Products

Colruyt	83,8
Tiense Suikerraffinaderij	79,5
Duvel Moortgat	78,2
Lotus Bakeries	77,9
Neuhaus	76,7

Workplace

Colruyt	74,5
Lotus Bakeries	68,2
Janssen Pharmaceutica	67,4
Tiense Suikerraffinaderij	67,4
Duvel Moortgat	66,4

Performance

Colruyt	81,8
Nationale Loterij	77,2
Lotus Bakeries	74,9
Duvel Moortgat	72,9
Janssen Pharmaceutica	72,9

Innovation

Colruyt	75,0
Janssen Pharmaceutica	72,6
Lotus Bakeries	71,5
Nationale Loterij	70,9
Omega Pharma	70,2

Governance

Colruyt	77,8
Tiense Suikerraffinaderij	70,7
Lotus Bakeries	70,6
Duvel Moortgat	69,9
Makro	68,8

Leadership

Colruyt	79,0
Omega Pharma	72,8
Lotus Bakeries	72,5
Tiense Suikerraffinaderij	72,4
Janssen Pharmaceutica	72,2

Citizenship

Colruyt	76,1
Spadel	68,5
Delhaize	68,3
Tiense Suikerraffinaderij	68,2
Lotus Bakeries	68,1

4 companies with strong reputation platforms :

- Colruyt (7)
- Lotus Bakeries (7)
- Tiense Suiker (5)
- Duvel Moortgat (5)

HIGHEST RESPONSIBILITY PULSE SCORE FOR 2013

colruyt 



BELGIUM'S 2013 RESPONSIBILITY CAPTAINS

RANKING	COMPANY	RESPONSIBILITY PULSE SCORE
1	Colruyt	78,2
2	Tiense Suikerraffinaderij	71,2
2	Lotus Bakeries	71,2
4	Duvel Moortgat	69,6
5	Janssen Pharmaceutica	68,8
6	Spadel	68,7
7	Makro	68,5
8	Delhaize	68,4
9	Barry Callebaut Belgium	68,1
10	Alpro	67,6

Coca-Cola



FERRERO



L'ORÉAL



P&G



REPUTATION SCORES OF KEY MULTINATIONAL COMPANIES OPERATING IN BELGIUM

RANKING	COMPANY	RESPONSIBILITY PULSE SCORE
1	Danone	77,5
2	IKEA	76,1
3	Nestlé	74,0
3	Microsoft	74,0
5	Coca-Cola	73,4
6	Ferrero	73,3
7	L'Oréal	71,0
8	Toyota	68,3
9	Unilever	66,7
10	Procter & Gamble	66,6
AVERAGE		72,1

They are comparable with the Top 15 of our ranking



RepTrak™
Belgium 2013

Awards

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THOMAS HUBBUCH

CEO TIENSE SUIKERRAFFINADERIJ



RESPONSIBILITY : THE LIGHTHOUSE

Protection

360° view

Guidance

Care



Colruyt

Winner Responsibility Award
RepTrak™ Belgium 2013

ak'kanto

REPUTATION
INSTITUTE 

REPUTATION : THE CAPTAIN SPOTTING SCOPE

Vision

Anticipation

Forward looking



Colruyt
Winner Global Award
RepTrak™ Belgium 2013
akkanto REPUTATION INSTITUTE



YOUR TAKE-AWAYS



Reputation Management

akkanto **REPUTATION INSTITUTE** 
adding value to your stakeholder relations

 **RepTrak™ Belgium 2013**

Responsibility
as a reputation driver

The results of the RepTrak™ Belgium 2013 demonstrate the key importance of a responsible business conduct on corporate reputation.

While analysing the top of mind thoughts of more than 5600 Belgians, we heard an urgent call: corporate responsibility is about proactively bringing back the human factor into the core of business dynamics. Companies that focus on employee wellbeing, client needs and citizen concerns will protect and enhance their reputation.

Like a responsible captain, they will bring their ships to safe and thriving harbours.