

20th Edition 2016-2017

WEBRANKING BY COMPREND

Europe's largest listed companies

An eagle-eyed snapshot into how companies are communicating to their stakeholders via their corporate website and digital channels. The report unveils the latest communications trends, best practice examples and razor-sharp insights for corporations navigating the digital realm today.

Europe's leading survey of corporate websites and the only global ranking based on stakeholders demands

Webranking research

key takeaways

Annual surveys to the capital market, jobseekers and digital managers form the basis of the Webranking analysis, which tracks corporate communication trends and evaluates transparency in disclosure amongst the largest companies in Europe. Here we focus on the 500 largest European companies on the stock market by market cap.

- 1.** **Hard work pays off**
 European stalwarts are paving the way for credible comms.
Find out why on page 3.
- 2.** **Nordics top of their game**
 When it comes to credible comms, Nordic countries outflank their peers. **More on page 3.**
- 3.** **Stuck, with nowhere to go**
 Future vision missing from many European corporate websites.
More on page 5.
- 4.** **It's not me, it's you**
 European companies are reluctant to integrate social media onto their corporate websites, with few using the digital platforms available to them to engage users.
For more details, flip to page 7.

Our key numbers

- 20th** international edition
- 499** the number of companies ranked in Europe
- 100** maximum number of points from the protocol that cover all aspects of corporate communication
- 800+** the number of companies ranked globally
- 460+** responses to the two Webranking by Comprend questionnaires dedicated to the financial community (Capital Market Survey) and to jobseekers (Careers survey)

Order your customised company report

The Webranking research helps companies understand how to improve their communication to better meet the needs of stakeholders, by comparing themselves to their international peers. It is the only research which, by annually investigating the needs of different stakeholders, gives a voice to website users.

For further information about the research and to order the report contact:
helena.wennergren@comprend.com

Webranking 2016-2017: European stalwarts paving the way to credible comms

Based on the demands of stakeholders, Webranking works as a stress test in that it measures the fundamentals of online corporate communications and digital dialogue. The number of European companies passing the test improves slightly.

Credible comms is a skill to be learned and improved upon over time, with companies who master the art showing a clear understanding of the fundamentals of online corporate comms and digital dialogue. These companies pass the stress test as they show they are effectively responding to market needs.

The results year on year prove that companies who view corporate communication as a long-term strategy are those who continue outperforming their peers. Companies such as **Eni, Snam, SCA, Telecom Italia TIM** and **Wärtsilä** continuously rank in the top 10 as they are constantly improving upon their digital communications, investing time and energy to ensure they are meeting their stakeholders needs.

Companies need to ask themselves if their corporate communications is primed for a Trump era. Are you and your social channels up to the task? Can you take a proactive stance should you come under POTUS' twitter lens? In this new global era, marked by Brexit, fake news and the speed of business transformation, engaging in credible communications via your corporate website and social media becomes imperative.

Joakim Lundquist, Head of Webranking in Italy, Switzerland and Austria

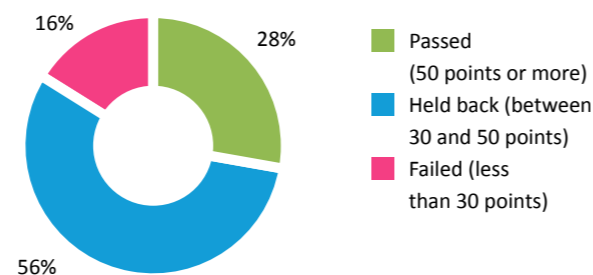
Europe showing slight improvement in corporate communication
As the criteria in the protocol is based upon the needs and expectations of stakeholders – through annual surveys to investors, journalists and jobseekers – half of the max score (50 points out of 100) is considered the threshold at which companies respond adequately to capital demands.

The results reveal that European companies are crawling along, with the number of companies passing the stress test increasing slightly (from 25% in 2015, to 28% this year) and the average improving by 0.8 points to reach 42.7.

The European podium 2016-2017



Who passes the stress test?



Source: Webranking by Comprend 2016-2017. The research evaluated 499 European companies.

Nordic companies lead the pack on transparency

Nordic companies dominate the European ranking, with 9 companies hailing from the North of Europe making it into the top 20. Significant movements at the top of the ranking reflect this trend, with Finnish company **Wärtsilä** for the first time on the Webranking podium, and Swedish company **SEB** for the first time in the top 10, improving by an impressive 19 points.

The 2016-2017 European podium

Italian natural gas infrastructure company **Snam** makes a significant leap this year to take first place in the European ranking, beating all previous records with 93.6 points out of 100. Finnish provider of marine and energy solutions **Wärtsilä** with 87.9 points follows the company. In third place is Italian energy company **Eni** with 87 points.

1. Who are you?

The goal of a corporate website is to present the company to a range of stakeholders, producing engaging content that invites the reader to explore further. Since users have varying degrees of knowledge and interests – consider an audience as broad as investors and jobseekers – companies need to provide a significant range of information. Although European companies respond to key user questions on what they are and what they do, they fail to provide more concrete detail on their claims.

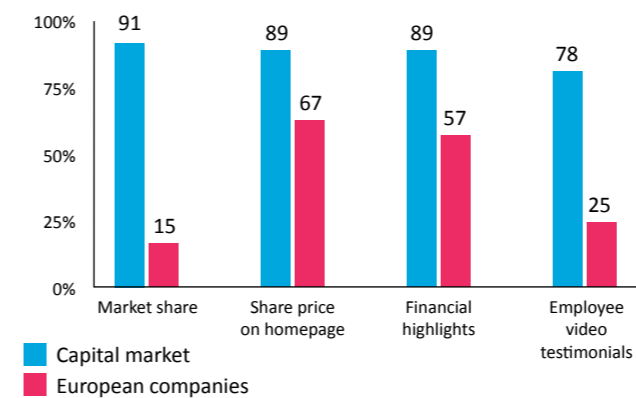
90% of European companies present their business areas but most do so in a generic way, and with little support of interactive features (see also **Engage your users on page 7**). Financial figures per business area are presented by only one-third of companies, leaving the investor to consult the annual report for these figures.

47% of European companies do not provide information on the geographical spread of their services and/or products. Where a company decides to engage in business activities says a lot about its investments prospects as geopolitical shifts and market movements can affect a company's influence and earning potential heavily. Being forthright about where it operates is key for the external viewer to understand what position the company currently finds itself in.

Best practice - Locations

Swedish bank **SEB** provides a detailed account of its services across the globe, describing its activities per region, and providing a map of its main offices per country. The bank also provides contact details of its various Country Managers.

Gap between supply and demand



Source: Webranking by Comprend 2016-2017: The graph represents the difference between stakeholders expectations (% of those who consider certain information important, having rated it 3 or higher (maximum is 5) and what companies actually offer (% of companies offering the information)

Did you know that...

- 95%** of capital market respondents want to know where a company's services and production sites are based
- 84%** of investors request information on a company's major shareholders
- 73%** of jobseekers would like companies to provide information on the compensation and benefits they offer.

48% **Who owns you and what are your values?** provide information on their major shareholders. Understanding who the key influencers and majority owners of a company are can help potential investors, journalists and other observers understand how the company views the present world, what its values are and if it is in line with the way they see it. Is the company public or is it family-owned or controlled by the state? Who the owners are speaks volumes about what situation the company currently finds itself in, and how they envision the future.

71% **What kind of employer are you?** present the company specifically to jobseekers. Providing a brief intro to jobseekers shows an active approach to engagement. **57%** present their competence development, and only **35%** provide information on their compensation policy for jobseekers. What a company is prepared to say on these matters allows the jobseeker to understand whether they are in line with current market needs (or even superior to them).

The corporate website is the company's portal to showcase themselves to the world. It is one of the few communications means that companies have complete control over, yet few European firms take advantage of.

Staffan Lindgren, Managing Director at Comprend

2. Where are you heading?

Understanding the company's vision of the future is key to investors. Investors and analysts are increasingly looking beyond the annual report for useful information in understanding the investment story of a company: strategy, targets, risk management and debt feature highly in their list of expectations. Despite more than half of European companies providing a generic outline of their strategy on their corporate website, less than a third provide the substance investors are after.

29% How do you enact your strategy? of European companies provide concrete actions on how the company plans to achieve their suggested goals, up from 25% in 2015. Providing this information increases confidence amongst investors and customers, as it gives concrete sense to what is often communicated in a generic way. Concreteness is fundamental for those seeking returns on their investment.

5% Is your strategy backed up by targets? explain in detail how they expect to reach their financial targets. Targets are the backbone to any strategy, helping to provide a clear picture of where the company is focusing its time and energy and what potential returns for investors could look like. Given the importance of these figures, the low number of companies actually presenting these is worrying.

Best practice - Strategy

Strategic Objectives
Our strategy is supported by four strategic objectives.

Loyal Customers
We've set the goal to become closer to our customers – or, as we call it, to become their coach. We set a target to become the "most recommended" by our customers.

We serve our customers' need for financial security through freedom by providing digitaly enabled, omni-channel, access and superior customer experience.

Foremost in our accelerated drive toward this goal is the center our technology suite to get closer to, and better understand, our customers.

We will create and enhance existing products and services to be and simplify.

We will provide relevant information and insights, and will respond quickly and efficiently to pro-deserve the trust afforded to us by our customers.

What steps are we taking to improve customer loyalty?

- Offer solutions across the lifecycle
- Provide omni-channel distribution
- Expand guidance and advice capabilities
- Engage directly and connect digitally with our customers
- Sustain trusted brands

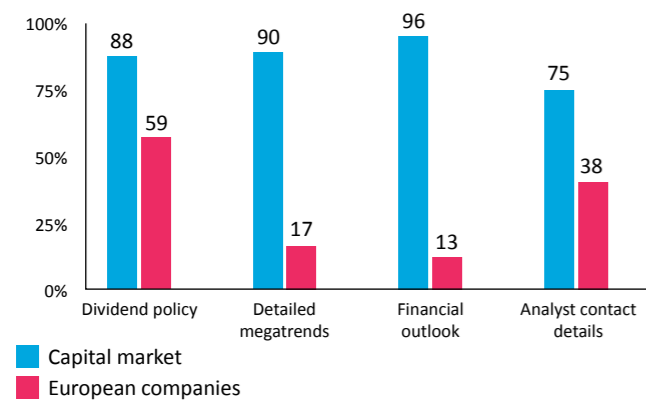
What steps have we already taken?

- To engage our knowledge of our customers' needs and behavior, we set up a Customer Insights Council (CIC), an international collaboration of customer analysts/professionals who work in parts of the business. The CIC is collecting objective data on customer behavior, and part of its responsibility is to stimulate the distribution of best practices across the group.
- We've also increased our use of technology to improve our relationship with our customers. Netherlands, Aegon has made significant investments to its digital mobile application, we allow customers to view their own life coverage, report claims and file monthly repair claims.
- In the UK, Aegon's Hothouse platform equipped the 100,000 customers with a "what's your customers with better service, lower fees and tools to measure their personal retirement risk."



Dutch insurer Aegon presents its four strategic objectives, setting out its target segment per objective, the steps it will take to enhance activity in that particular area, and their achievements to date.

Gap between supply and demand



Source: Webranking by Comprend 2016-2017: The graph represents the difference between stakeholders expectations (% of those who consider certain information important, having rated it 3 or higher (maximum is 5) and what companies actually offer (% of companies offering the information)

Did you know that...

- 95%** of investors would like companies to outline their Group strategy
- 83%** are keen to see the company's net debt
- 82%** would like information on companies risk management processes
- 94%** would like investors to publish their financial targets

38% What are the risks of your company failing? present information on risk management processes. In a world increasingly marred with hostilities, how a company handles risks (be their financial or operational) is paramount to their solidity as a company. Explaining the safeguards a company has in place to hedge against potential risks increases trust amongst observers, and allows a company to remain focused on its long-term future vision.

24% How much do you owe and to whom? of European companies present details on the company's debt. Providing this information transparently gives investors a sense of how the company governs its repayments, and what checks and balances it has in place to do so. While the strategy sets the scene for where the investor wants to go, its debt repayment plan provides the reality to the imaginary, allowing the investor to make an informed decision on whether to invest in the company.

European companies are struggling to communicate their future vision. In a period of constant and transformative change, providing a sense to the public of how the company plans to position itself in the long-term is imperative.

Helena Wennergren, Head of Research, Comprend

3. How do you run your business?

Marred by the fallout from the recent financial crisis and other corporate scandals, the role of corporate governance and sustainable business has become increasingly important to stakeholders. Governance has now become the most relevant non-financial info for investors and this, together with the company's environmental and social impact & strategy, gives an idea of how the company is prepared for the future and how sustainable its business is in the long-term. This year's results show that European companies still have a way to go to reach full disclosure.

72% How are you developing your CSR strategy? of European companies have a CSR strategy in place with 29% connecting it directly to the business. Having a strategy, however, is not enough. What makes companies really stand out is the way in which they develop their strategy.

In Europe, 27% present a materiality analysis on their corporate website, a process of defining what is important for each company and its stakeholders. This introspective exercise allows companies to focus on what really matters. By investing time and energy into developing strategies on issues that have a larger global impact, companies are doing their bit to solve tomorrow's problems. With an increasingly conscious consumer, the European companies that are engaging in this exercise have the ability to win more hearts and minds.

64% Do you have a CSR report? of European companies publish a CSR report, down from 73% in 2015. Reporting on sustainability is a sign that companies have a clear structure in place, and are prepared to confront and report on their impacts globally in a responsible way. The CSR report serves as the "proof of the strategy", the document that evidences what companies are doing to put their strategy into motion. It is concerning, and decreases credibility amongst stakeholders, that more European companies are outling their CSR strategy on their corporate website than providing the document to back it up.

With many countries and stock exchanges requiring non-financial disclosure, sustainability is rapidly becoming standard practice. It should therefore be seen as an opportunity to present the human aspect of your business.

Karolina Dubowicz, Senior Consultant at Hallvarsson & Hallvarsson

Best practice - CSR strategy

Delivering Plan A

Environmental, risk and social (EPRS) are making the world more complex and unpredictable. Customers are increasingly aware of their personal impact on the world and businesses must work hard to build and maintain their trust. Creating products or services that are socially responsible may increase our costs, but it's our duty to be transparent and make our global supply chain more visible.

Agreed this backdrop, we're on a journey to make our business more sustainable. We believe a sustainable business must also be environmentally and socially responsible. The world will never be the same again. We've always maintained that business practices that benefit society improve our long-term performance.

Over the decades we've never about CSR. We progressed from philanthropy to community investment and into corporate social responsibility (CSR). We launched Plan A in 2007 to make sure that CSR became a more holistic approach that addresses all the sustainability issues affecting our business and society. Plan A is a business plan designed to guide us for a decade or more. Our success in doing better for customers will depend on our ability to deliver sustainable products and services in a way that is financially sound, environmentally and socially responsible.

Commitments and targets

We are committed to creating sustainable value for our stakeholders through the high quality, low carbon footprint products we offer in the UK and internationally. Plan A is at the heart of our plans to realize this commitment and create a leading, sustainable, profitable business model.

Having achieved a number of important commitments in the original version of Plan A, including carbon neutral, we've updated Plan A to reflect our ambitions for 2016-2020. We've also added a new commitment: to be a leading, sustainable, profitable business model.

Approach

Plan A underpins our entire business model which is enabling us to create long-term value through the effective use of resources, responsible, low carbon footprint in line with our own view of responsible, innovation, integrity and Trust. These values influence how we behave and they run through everything we do. Our mission is to create a leading, sustainable, profitable business model through the products and services we offer our customers in the UK and internationally.

OUR SUSTAINABLE VALUE CREATION MODEL

PLAN A 2016

OUR RESOURCES & RELATIONSHIPS

- FINANCIAL
- MANUFACTURED
- INTELLECTUAL
- ENVIRONMENTAL
- OPERATIONAL
- REPUTATIONAL
- NATURAL
- SOCIAL & RELATIONSHIP
- HUMAN

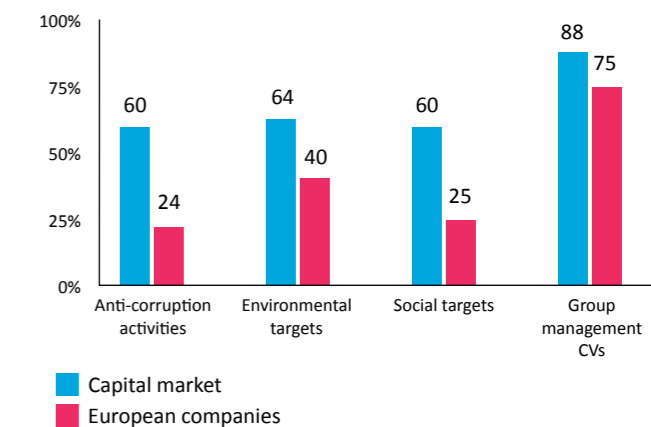


The UK-based supermarket chain's sustainability strategy "Plan A" outlines its commitment and approach to creating long-term sustainable value. It explains in detail how the Plan is integral to all aspects of the business. In addition to this, the company also publishes its Plan A governance system and sustainable value creation model.

79% Who is running your company? provide detailed CVs of their board of directors. What may seem like a banal exercise should not be laughed off. Stakeholders want to see who is making the decisions in a company, and the more details companies give on the background of those at the top of the food chain, the more they are able to increase trust amongst their shareholders.

25% How much do the bosses earn? provide a remuneration policy for their key executives. This shows that the majority of companies do not explain how they compensate their leadership team, leaving investors in the dark about whether they are being rewarded even if running afoul of their goals. A policy ensures that the company has a variable process in place that bases itself on long-term thinking, as opposed to short-term decision making. Communicating this openly means shareholders and investors are fully aware of the checks and balances in place to limit repercussions and potential public outcry.

Gap between supply and demand



Source: Webranking by Comprend 2016-2017: The graph represents the difference between stakeholders expectations (% of those who consider certain information important, having rated it 3 or higher (maximum is 5) and what companies actually offer (% of companies offering the information).

Did you know that...

- 86%** of investors want information on the company's board of directors
- 67%** want companies to present their CSR strategy
- 84%** would like to see a remuneration policy for their top execs

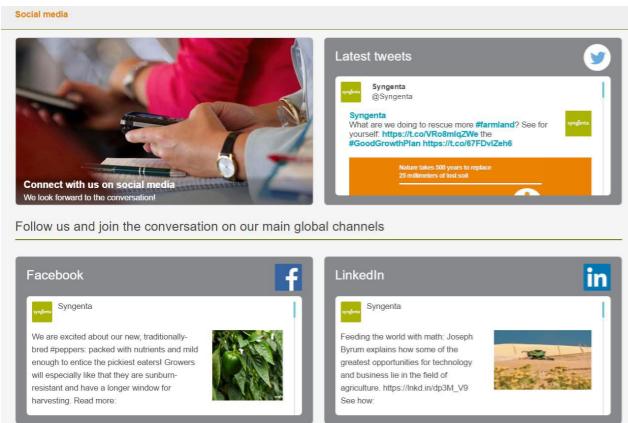
4. How do you engage users?

Appealing communication involves more than the mere disclosure of details and documents. It is about going beyond the text and using different means to communicate to your audience: videos, infographics and embedded social media feeds are a few ways to do so. A well functioning website, adaptable and legible on different devices and quick to load, adds to the pleasant user experience. European companies are more technologically savvy than previous years, yet remain reluctant to engage users.

39% **Are you keeping me updated?** of European companies present stories of the company on their homepage. Stories are a great way to engage stakeholders as a storytelling approach helps to humanise a business- who are the people behind its innovations? What activities are they up to lately? It is also a way of keeping users constantly updated with the company's news and activities.

68% **Can I browse through you on my mobile?** Have a responsive website (which allows a single website to adapt to different screen resolutions), up from **60%** in 2015. As growing numbers of people access the web from mobile devices and digital penetrates further into daily routines and working life, users have come to expect fast, intuitive access to relevant content. Research conducted in 2016 from Stat-Counter showed that for the first time worldwide, mobile and tablet internet usage has exceeded the desktop. This sends an important message to the **28%** of companies who still do not have responsive websites in that they need to move fast to stay competitive.

Best practice - Social media feeds



The Swiss bio-chemicals company is an active user of social media and promotes this engagement on its corporate website. The company's Twitter, Facebook and LinkedIn live feeds on its media landing place are fully integrated in the website's corporate comms.

What is the focus of digital managers?

89% work with video production

42% have a content strategy in place

9% are fully satisfied with social media presence, yet **67%** have a social media strategy

36% **How can I interact with you?** of European companies' present live social media feeds on their corporate website, up from **34%** in 2015. Social media drives engagement with stakeholders, and is one of the few ways companies can directly engage with users. It also promotes transparency and shows the company takes a reactive approach to external participation. While it is positive to see this number increasing, the fact that only one third of companies provide this shows that reluctance with using social media remains common amongst European companies.

8% **Are you testing my patience?** have top loading page speed for desktops and only **1%** for mobiles. This low number is worrying, considering that a slow loading page can quickly turn off a user, leading them to navigate to another website.

20% **Are you indulging my curiosity?** support information on their business areas with videos, graphs or infographics. Presenting information in these different formats helps users better digest the information at hand. Often companies run the risk of writing too much and boring the user. European companies need to be more creative in the way in which they present their content.

Photographic information is an informative way of getting a feel for the people you're going to work with.

Information becomes more trustworthy if employees talk themselves.

Jobseekers from our survey

Sectors: The biggest issues facing European companies today

Brexit and anti-corruption – which sectors are communicating the most transparently on these issues, and why does it matter? Webranking by Comprend investigates (cont. on next page)

In light of Brexit, Europe may be facing its biggest crisis yet. How are the largest European companies responding?

Since the shock outcome of Britain's June 2016 referendum, European businesses have been scrambling to understand the implications for their direct business. Their stakeholders, in turn, are looking to companies to provide concrete solutions for tomorrow's problems. Explaining market influences has never been more key in these uncertain times, which is why Webranking by Comprend assesses how transparently companies are communicating on the issues that most affect them via their digital channels, information deemed important by **60%** of stakeholders.

Arguably, Britain's risk of leaving the single market has the biggest impact on companies within the financial services sector. In fact, the FT states that "banks who use UK as a gateway to EU have more than £7tn of assets and make annual profits of more than £50bn." Our research, however, shows that companies within this sector are amongst the worst communicators on this front, with only **10%** of banks outlining a clear stance on the issues that most affect them and **4%** of financial services companies providing a separate section detailing market influences and hedging solutions.

It looks like Europe's largest multinationals need to do more to reassure their stakeholders to "keep calm and carry on."

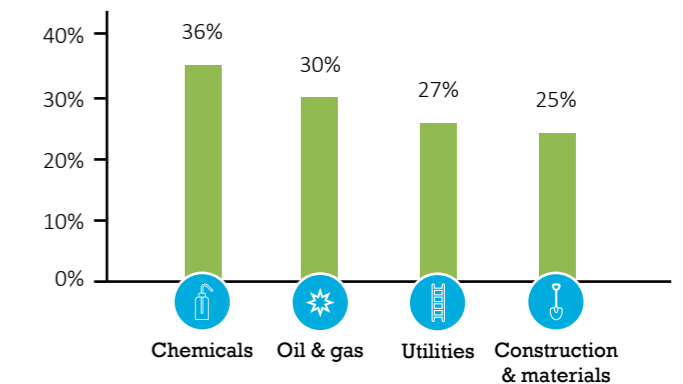
Top 4 sectors talking about mega trends

Moving away from Brexit, what are the main issues affecting your business and are you communicating them?

The chemicals industry comes out on top when it comes to communicating the trends affecting their sector in detail, as well as their market expectations (this despite the fact that less than half, **36%**, do so). The oil and gas and utilities sector follow with **30%** and **27%** of companies respectively.

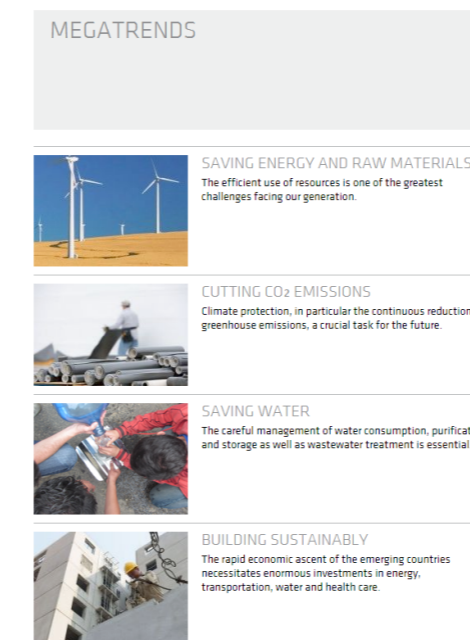
The majority of companies across sectors remain fairly vague in this area, providing only a brief explanation of the large issues at hand.

Best sectors - mega trends



Source: Webranking by Comprend 2016-2017

Best practice – Mega trends



Swiss construction company Sika outlines how the business is responding to market influences affecting its industry such as the growing demand for lower energy housing.



Top 4 sectors broaching anti-corruption

Providing detailed information on anti-corruption are the oil & gas, automobiles & parts, telecoms and industrial goods & services companies. A seemingly daunting and complex subject, the majority of sectors (56%), continue to stick to brief and generic statements on the topic.

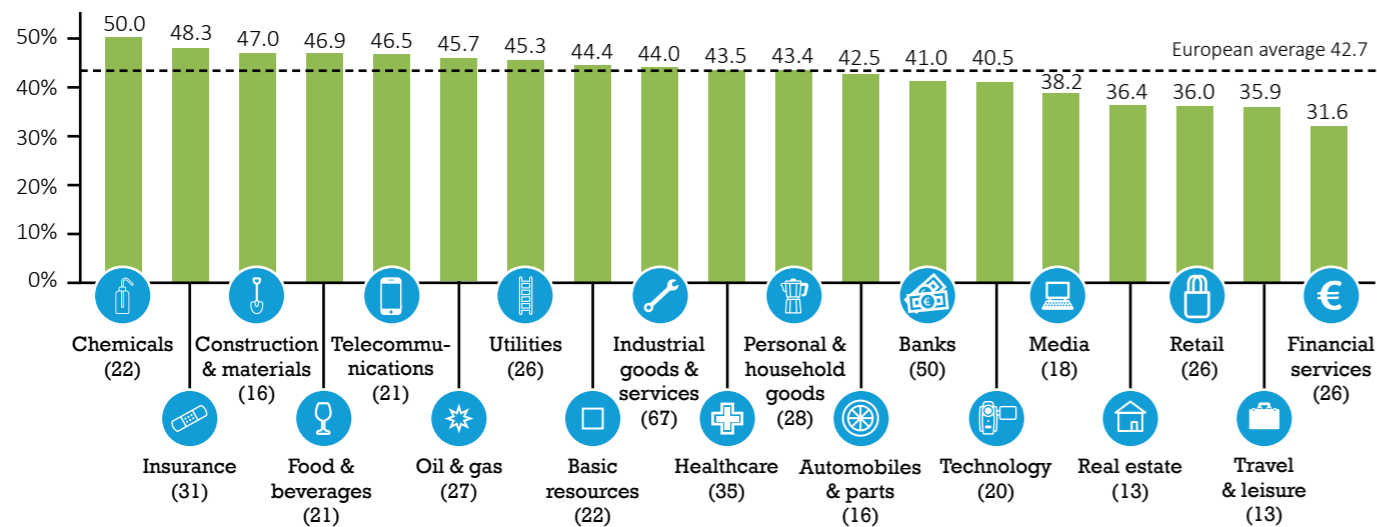
Corruption can affect companies in a multitude of ways. Those that communicate on anti-corruption show their commitment to sustainable business.

Companies face serious risks of incurring criminal liability, financial loss and reputational damage due to corruption. Having a plan in place to detect and deal with issues related to corruption is therefore no laughing matter, and companies that communicate their process transparently set themselves apart from the rest. These companies prove that it is possible to engage in ethical business practices around the globe successfully, profitably and transparently.

60% of the stakeholders we surveyed want companies to explain their anti-corruption process on their corporate website. Our findings reveal that all companies surveyed provide a glimpse of information on the topic. There is a stark difference, however, between those that stick to providing generic statements and those that go in depth on the activities they engage in to fight and prevent corruption.

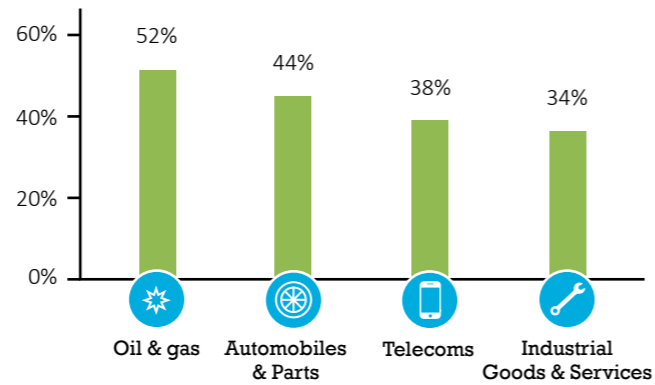
Particularly vulnerable sectors, such as the oil & gas sector (52%), are those that go beyond the generic statements and provide detailed explanations on the activities they engage in to prevent corruption. Credibility is enhanced by those companies, for example Italian oil and gas company Eni, who partner up with internationally recognized organisations (Global Compact, Transparency International and ISPAC) and communicate how they work alongside these entities.

Sector Performance Webranking



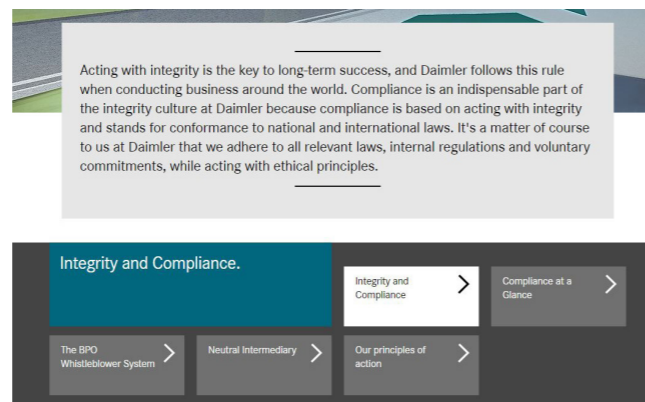
Source: Webranking by Comprend 2016-2017. The European ranking includes the 499 largest companies by market cap listed on European stock exchanges. The companies are categorised in 19 super sectors based on the ICB (Industry Classification Benchmark).

Best sectors - Anti-corruption



Source: Webranking by Comprend 2016-2017

Best practice - Anti-corruption



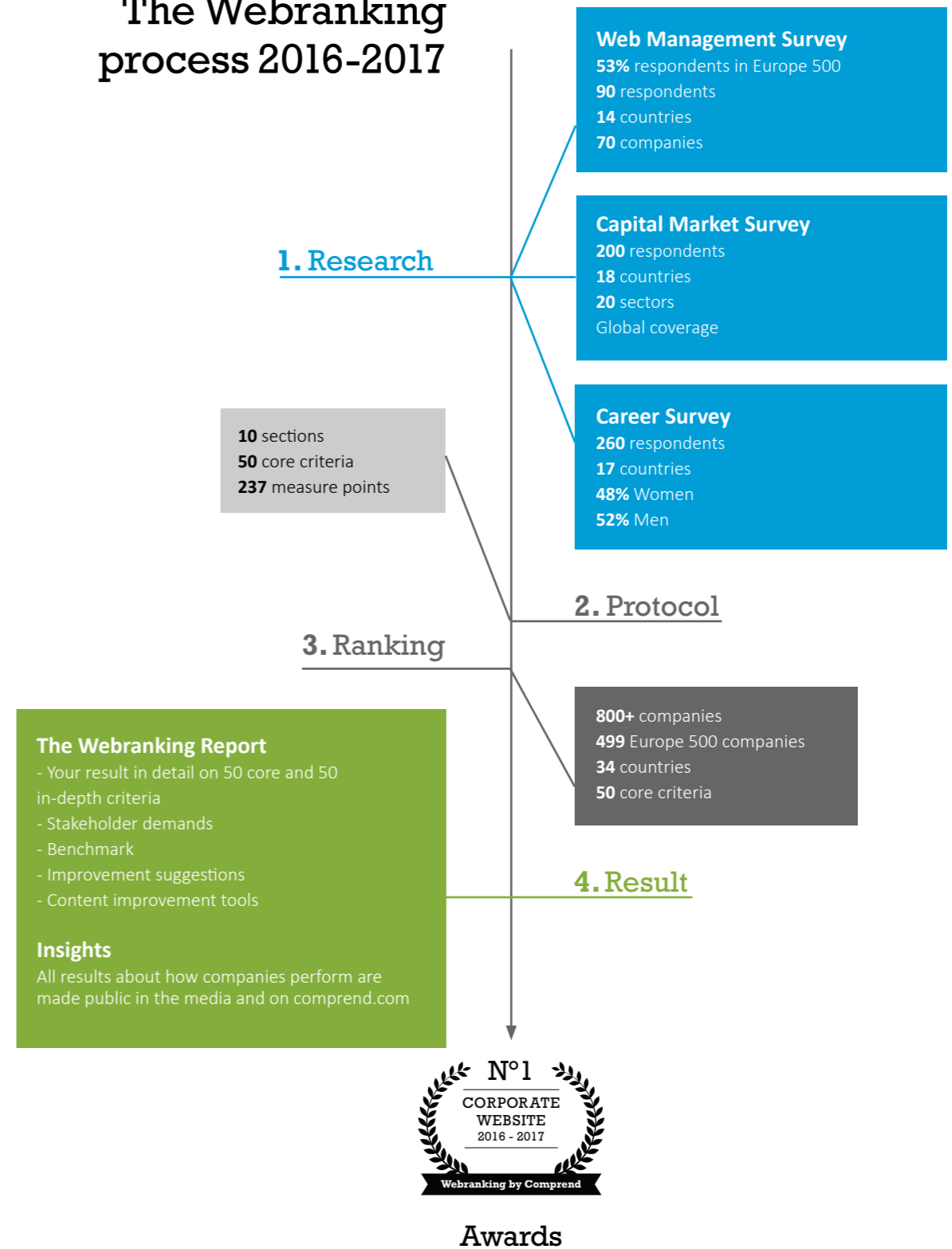
DAIMLER

The largest producer of premium cars and the world's biggest manufacturer of commercial vehicles, German firm **Daimler** tackles the issue of anti-corruption on its corporate website in a commendable way. From outlining its principles of action, to providing details on its various compliance codes, the company sets the tone for a responsible and transparent communication worth emulating.

How Webranking works

A look behind the scenes

The Webranking process 2016-2017



Webranking by Comprend 2016-2017

Europe

The 500 best corporate sites in Europe

2016 position	Difference	2015 position	Company	2016 score
1	▲	3	Snam	93.6
2	▲	4	Wärtsilä	87.9
3	▼	1	Eni	87.0
4	▲	6	Generali	83.4
5	▼	2	Telecom Italia TIM	79.5
6	▲	42	SEB	78.9
7	▲	9	SCA	77.7
8	▼	7	Fortum	76.3
9	▼	5	Skanska	75.5
10	▲	22	Stora Enso	74.5
11	▼	8	Swedish Match	74.0
12	▲	28	Sika	73.7
13	▲	17	Swisscom	72.6
14	–	NEW	ICA Gruppen	72.0
15	▲	24	Orkla	71.7
16	●	16	BASF	71.6
17	▼	13	ASSA ABLOY	69.8
18	▲	54	Deutsche Telekom	69.2
19	▼	10	Bayer	68.6
20	▲	49	Sonova	68.1
21	▼	19	Munich Re	68.0
22	▲	38	UPM-Kymmene	67.3
23	▼	14	Electrolux	66.5
24	▲	25	Terna	66.2
25	▲	138	Vinci	66.0
26	▲	29	Kone	65.7
27	▼	20	Neste Oil	65.4
28	▲	53	Luxottica	64.1
29	▼	20	ABB	63.7
29	▼	12	SKF	63.7
31	▼	11	DSM	63.3
32	▲	38	Nestlé	63.0
33	▼	30	Aegon	62.3
34	▲	37	Sandvik	62.1
35	▼	27	Swedbank	62.0
36	–	NEW	Dong Energy	61.7
37	▼	23	Repsol	61.5
38	▲	82	Barry Callebaut	60.7
39	▼	34	Roche	60.5
39	▲	42	Telia Company	60.5
41	▲	52	Aviva	60.0
42	▼	25	Deutsche Post	59.8
42	–	NEW	Nokian Renkaat	59.8
44	▼	33	ArcelorMittal	59.6
45	▲	47	Credit Suisse	59.5
46	▼	31	Michelin	59.4
46	–	NEW	Orion	59.4
48	▼	45	Unicredit	59.3

2016 position	Difference	2015 position	Company	2016 score
49	▲	84	Land Securities	59.2
50	▲	73	UBS	59.1
51	–	NEW	H Lundbeck	59.0
52	▲	189	CHR Hansen	58.8
52	▼	31	Telenor	58.8
54	▼	18	Danske Bank	58.4
55	▼	45	Atlas Copco	58.3
56	▲	104	Tryg	58.2
57	▼	44	Hannover Re	58.0
57	▼	38	Statoil	58.0
59	▲	77	Zurich Insurance Group	57.7
60	▲	71	Unilever	57.4
61	▲	85	Fresenius	57.3
61	▲	72	ING	57.3
63	▲	80	Adidas	57.2
64	▼	62	Linde	57.1
65	▲	99	British Land	56.8
66	▲	97	Vestas Wind Systems	56.7
67	▼	49	Securitas	56.6
67	▲	68	Telefónica	56.6
69	▼	47	Allianz	56.5
69	▼	63	Ericsson	56.5
71	▲	91	Novozymes	56.4
72	▲	142	Travis Perkins	56.3
72	▲	122	Trelleborg	56.3
74	▲	83	Galp Energia	56.2
75	▼	56	OMV Group	56.0
76	▲	79	Deutsche Bank	55.9
76	▼	38	Merck Kgaa	55.9
76	▼	73	Voestalpine	55.9
79	▲	85	Infineon Technologies	55.8
79	▲	104	Syngenta	55.8
81	▼	64	Boliden	55.7
81	▼	65	Henkel	55.7
83	▲	185	Johnson Matthey	55.6
84	▲	112	Arkema	55.4
84	▼	54	BP	55.4
86	▼	61	Heineken NV	55.3
86	▲	171	KBC Group	55.3
88	▲	94	Clariant	55.2
89	▼	77	ENEL	55.0
90	▲	117	Informa	54.5
91	▲	100	Carlsberg	54.4
91	▲	104	InterContinental Hotels Group	54.4
93	▼	90	Royal Dutch Shell	54.3
93	▼	60	Siemens	54.3
95	▼	80	ThyssenKrupp	54.2

2016 position	Difference	2015 position	Company	2016 score
95	▲	109	Yara International	54.2
97	▼	35	Erste Group	54.1
97	▲	118	Givaudan	54.1
97	▼	56	Royal Bank Of Scotland	54.1
97	▼	66	Sampo	54.1
101	▲	147	GEA Group	53.9
101	▲	163	Swiss Life	53.9
103	▲	150	Rio Tinto	53.8
104	▲	134	Ferrovial	53.5
104	▼	89	Intesa Sanpaolo	53.5
104	▼	66	Novo Nordisk	53.5
107	–	NEW	MOL Group	53.4
107	▼	102	Norsk Hydro	53.4
109	▼	95	Evonik Industries	53.2
110	▼	59	Randstad	53
111	–	NEW	Elisa	52.8
112	▼	108	Nordea	52.7
113	▼	93	Daimler	52.6
114	▲	143	Mediobanca	52.5
115	–	NEW	HALMA	52.2
116	▲	180	Legal & General	52.0
117	▲	223	Proximus Group	51.9
117	▲	234	Tesco	51.9
117	▲	118	Wolseley	51.9
120	▲	271	3i Group	51.6
120	▲	163	Sanofi	51.6
122	▲	147	Airbus	51.5
122	▼	68	Axa	51.5
122	▲	169	Deutsche Boerse	51.5
122	▲	153	Shire	51.5
126	▼	122	British American Tobacco	51.4
127	▲	185	Baloise	51.3
127	●	127	Barclays	51.3
127	▼	97	BNP Paribas	51.3
127	▲	173	Solvay	51.3
131	▼	58	Leonardo-Finmeccanica	51.2
131	▲	201	Novolipetsk Steel	51.2
133	▲	276	Hikma Pharmaceuticals	51.1
134	▼	127	Barratt Developments	50.9
135	▲	143	Akzo Nobel	50.7
136	▼	118	Metro	50.6
137	▲	189	BAE Systems	50.5
138	▼	122	Capita Group	50.4
139	▼	104	Philips Electronics	50.3
139	▼	51	RWE	50.3
141	▼	138	Volvo	50.2
142	▲	193	Centrica	50.0
143	▲	157	Hexagon	49.9
143	–	NEW	Millicom	49.9
143	▲	189	Tui Group	49.9
143	▲	181	UCB	49.9
147	▲	150	Orange	49.7
147	▲	163	RTL Group	49.7
149	▼	36	ASML Holding	49.6

2016 position	Difference	2015 position	Company	2016 score
149	▲	381	Coca-Cola HBC	49.6
149	▼	138	Continental	49.6
149	▲	183	L'Oréal	49.6
149	▼	138	Maersk	49.6
154	▲	268	CaixaBank	49.5
154	▲	201	Fresenius Medical Care	49.5
156	▲	302	RSA Insurance Group	49.4
156	▼	95	Swiss Re	49.4
158	▼	114	Amadeus	49.3
158	▼	91	E.On	49.3
160	▼	153	Kingfisher	49.2
160	▲	229	Provident Financial	49.2
162	▼	132	Anglo American	49.0
162	▲	345	DSV	49.0
164	▼	100	FCA	48.8
164	▼	150	ISS	48.8
166	▼	109	SAP	48.7
167	▼	134	Alfa Laval	48.6
168	▼	116	BMW	48.5
168	▲	182	Gjensidige Forsikring	48.5
168	▲	173	HSBC	48.5
171	▼	87	H&M	48.2
171	▼	70	LafargeHolcim	48.2
171	▼	136	Rolls-Royce Holdings	48.2
171	▲	185	Talanx	48.2
175	–	NEW	Campari Group	48.1
176	▼	127	Schneider Electric	48.0
177	▼	102	Novartis	47.9
178	▼	147	Schibsted	47.8
179	▼	158	Air Liquide	47.6
179	▼	131	MAN	47.6
181	▲	214	Glanbia	47.4
182	▲	208	Smith & Nephew	47.3
183	▼	166	Deutsche Lufthansa	47.1
184	▼	158	SABMiller	47.0
184	▼	175	SGS	47.0
184	▼	170	Total	47.0
187	▲	195	GlaxoSmithKline	46.9
188	–	NEW	Autoliv	46.7
189	▼	184	GKN	46.6
190	▲	293	Standard Life	46.5
191	▼	189	Symrise	46.4
192	▼	160	Iberdrola	46.3
192	▲	210	Jerónimo Martins	46.3
194	▲	197	Hochtief	46.2
195	▼	112	Beiersdorf	46.1
195	▼	178	J Sainsbury	46.1
197	▲	281	BT Group	46.0
197	▲	228	Renault	46.0
199	▲	309	Coloplast	45.7
200	▲	205	BBVA	45.6
201	▲	249	ARM Holdings	45.4
201	▲	223	Direct Line Insurance	45.4
201	▼	137	Investor	45.4

2016 position	Difference	2015 position	Company	2016 score
201	▲	351	Rexel	45.4
205	▲	238	Whitbread	45.2
206	▼	205	Geberit	45.1
206	▲	210	Heidelbergcement	45.1
206	▼	175	Old Mutual	45.1
209	▼	155	Red Eléctrica de España	45.0
209	●	209	Vopak	45.0
211	▲	217	Societe Generale	44.9
211	▲	308	Taylor Wimpey	44.9
213	▲	266	Nokia	44.7
213	▼	166	Richemont	44.7
215	◀	215	Engie	44.3
216	▼	212	Lloyds Banking Group	44.2
216	▲	241	National Grid	44.2
218	▲	222	Prosieben Sat 1 Media	44.1
219	▲	429	Brenntag	43.9
220	▼	199	Adecco	43.8
220	▲	235	Gazprom	43.8
220	▼	207	Lonza	43.8
223	▲	342	Turkiye Garanti Bankasi	43.7
224	–	NEW	KION Group	43.6
224	▼	223	Safran	43.6
226	▲	293	Atos	43.5
227	▲	281	Anheuser-Busch Inbev	43.4
227	–	NEW	Sartorius Group	43.4
227	▼	217	Schindler	43.4
230	▲	258	Diageo	43.3
230	▲	286	PKN Orlen	43.3
232	▲	299	Legrand	43.2
232	▲	238	Thales	43.2
232	▲	246	Vivendi	43.2
235	▲	268	EDP Renováveis	43.1
235	▼	196	Marks & Spencer	43.1
235	▲	276	United Utilities Group	43.1
238	▲	314	Pandora	42.9
239	▼	235	Experian	42.8
239	▼	155	Wolters Kluwer	42.8
241	▼	235	DnB NOR	42.7
241	▲	246	SSE	42.7
243	–	NEW	Groupe SEB	42.6
244	▼	201	Technip	42.5
244	▼	177	Vodafone Group	42.5
246	▲	296	Actelion	42.3
246	▼	178	EDP	42.3
248	–	NEW	Lundin Petroleum	42.2
249	▼	125	Ageas	42.1
250	–	NEW	Covestro	42.0
250	▼	226	Standard Chartered	42.0
252	▲	284	Mondi	41.9
253	▼	160	Danone	41.4
253	▼	243	Gemalto	41.4
255	▲	323	Bankia	41.3
255	▲	374	Sberbank of Russia	41.3
255	▼	200	Schroders	41.3

2016 position	Difference	2015 position	Company	2016 score
255	NEW	NEW	Umicore	41.3
259	▼	212	Severstal	41.1
260	▲	289	STMicroelectronics	40.7
261	▼	252	Kerry Group	40.3
262	▼	219	Axel Springer	40.2
263	▲	303	CRH	40.1
263	▲	365	Osram Licht	40.1
265	–	NEW	Poste Italiane	40.0
265	–	NEW	Schaeffler Group	40.0
267	▲	327	Commerzbank	39.9
267	▲	472	Mapfre	39.9
269	▼	243	Babcock International	39.8
269	▲	402	Hammerson	39.8
269	▲	332	RELX Group	39.8
269	▼	233	Royal Mail	39.8
273	▲	323	Bunzl	39.7
273	▲	314	Meda	39.7
273	▼	197	Volkswagen	39.7
276	▲	342	BHP Billiton	39.6
276	▲	305	Gas Natural Fenosa	39.6
278	▲	374	Ashtead Group	39.4
278	▲	388	Norilsk Nickel	39.4
280	▼	262	Antofagasta	39.3
280	▼	245	Qiagen	39.3
280	–	NEW	Rentokil Initial	39.3
283	▲	361	Santander	39.2
284	▼	231	Alstom	39.1
284	–	NEW	Sartorius Stedim	39.1
284	●	284	Valeo	39.1
287	–	NEW	Gazprom Neft	39
288	▲	380	Burberry	38.8
288	▲	295	Smurfit Kappa Group	38.8
288	▼	256	Telenet	38.8
288	▼	273	WPP	38.8
292	▼	241	Ingenico	38.7
293	▼	281	Accor Hotels	38.6
294	▲	349	Sodexo	38.5
295	▼	220	AstraZeneca	38.4
295	▲	320	St James's Place	38.4
297	▼	272	LVMH	38.2
298	▲	365	Endesa	38.1
298	▲	354	KPN	38.1
298	▲	357	TDC	38.1
301	▼	249	Essilor International	38.0
301	▼	130	Imperial Brands	38.0
303	▲	333	Galenica	37.9
303	▼	262	Inditex	37.9
305	▼	252	London Stock Exchange	37.8
305	▼	262	Pearson	37.8
305	–	NEW	Philip Morris	37.8
308	▼	286	Intu Properties	37.7
308	▲	320	Smiths Group	37.7
310	–	NEW	Genmab	37.6
310	▲	359	Scor	37.6

2016 position	Difference	2015 position	Company	2016 score
310	▼	258	Severn Trent	37.6
313	▼	296	Uralkaliy	37.5
313	▲	396	William Demant	37.5
315	▲	339	Kering	37.3
316	▲	333	Cnh Industrial	37.2
316	▼	303	Julius Baer	37.2
316	▲	351	Peugeot	37.2
316	▲	351	Sage Group	37.2
320	▲	413	Cap Gemini	37.1
321	▲	333	Associated British Foods	37.0
321	▼	240	British Sky Broadcasting	37.0
321	▲	391	Fuchs Petrolub	37.0
321	▼	220	Helvetia	37.0
321	▼	310	Suez Environnement	37.0
321	▼	311	Veolia Environnement	37.0
327	▲	431	Admiral	36.9
327	▼	296	Lindt & Spruengli	36.9
329	▲	345	Andritz	36.8
329	▼	273	EDF	36.8
329	▼	270	Kinnevik	36.8
332	▲	345	Kuehne+Nagel International	36.7
333	▲	445	Bpost	36.5
333	–	NEW	Polymetal International	36.5
333	▲	402	Zodiac Aerospace	36.5
336	▼	246	Industrivärden	36.3
337	▲	411	Flughafen Zurich	36.2
337	▼	231	Pernod Ricard	36.2
337	▲	428	Publicis	36.2
340	▲	393	Next	36.1
341	▼	276	Tenaris	36.0
342	▼	301	Atlantia	35.9
343	▲	365	Croda International	35.8
344	–	NEW	EnBW	35.7
344	▼	339	Saint-Gobain	35.7
344	–	NEW	Teleperformance	35.7
347	▲	399	Bashneft	35.6
347	●	252	Rosneft	35.6
349	▼	320	Fresnillo	35.5
349	–	NEW	Latour	35.5
351	▲	363	VTB Bank	35.4
352	▲	373	Marine Harvest	35.3
353	▲	365	NN Group	35.2
353	▼	337	Persimmon	35.2
355	▼	323	Banque Cantonale Vaudoise	35.1
356	–	NEW	Gamesa	35.0
356	▲	384	Turk Telekomunikasyon	35.0
358	▼	318	Polska Grupa Energetyczna	34.9
359	●	359	Abertis	34.8
359	▲	369	Glencore	34.8
359	▼	262	United Internet	34.8
362	▲	463	Deutsche Annington	34.7
362	▲	372	SES	34.7

2016 position	Difference	2015 position	Company	2016 score
364	▼	252	Credit Agricole	34.5
365	▲	454	Dixons Carphone	34.4
365	▼	364	Enagás	34.4
365	▲	417	Gecina	34.4
365	▲	406	Reckitt Benckiser Group	34.4
369	▲	414	Handelsbanken	34.3
369	▲	448	Investec	34.3
371	–	NEW	Liberty Global	34.2
372	–	NEW	Audi AG	34.1
372	–	NEW	WABCO Holdings	34.1
374	–	NEW	LEG Immobilien	34.0
374	▼	276	Mediolanum	34.0
374	▼	339	Polish Oil and Gas	34.0
374	▲	382	Prudential	34.0
378	▲	400	Dassault Systemes	33.9
379	▼	290	Alosa	33.8
379	▼	276	Celesio	33.8
379	▼	357	Intertek Group	33.8
382	▼	311	Ahold Delhaize	33.4
382	▲	408	Hargreaves Lansdown	33.4
382	▼	349	Pennon	33.4
385	▲	423	ACS	33.3
385	▼	313	Lukoil	33.3
385	–	NEW	Verbund	33.3
388	▼	314	Deutsche Wohnen	33.2
388	▼	354	Easyjet	33.2
390	–	NEW	Micro Focus International	33.0
391	▼	354	DCC	32.9
392	▼	371	Bank of Ireland	32.8
393	▼	392	Ems-Chemie	32.7
394	–	NEW	Worldpay	32.5
395	–	NEW	Coca-Cola Europe	32.4
395	–	NEW	Eurofins Scientific	32.4
395	▲	445	Grifols	32.4
398	▼	377	Swiss Prime Site	32.3
399	▼	385	GBL	32.1
400	▲	459	CEZ	31.8
401	▲	425	Merlin Entertainments	31.7
402	▲	437	PZU Group	31.6
402	▲	420	Telefonica Deutschland	31.6
404	▲	417	Unibail-Rodamco	31.5
404	▲	431	Zalando	31.5
406	▼	305	Imerys	31.4
407	▼	305	Edenred	31.3
407	▲	420	Exor	31.3
407	▼	382	Klepierre	31.3
407	▼	402	Morrisons	31.3
411	▼	348	ITV	31.2
411	–	NEW	PhosAgro	31.2
413	▼	390	Turkcell	31.1
414	▼	314	Wirecard	31.0
415	▼	408	Bureau Veritas	30.9
415	▼	333	Koç holding	30.9
417	▼	395	Faurecia	30.7

2016 position	Difference	2015 position	Company	2016 score
418	▲	419	Partners Group	30.6
419	▲	435	Aberdeen Asset Management	30.5
420	▲	441	JC Decaux	30.3
421	▲	424	Compass Group	29.7
421	▲	433	Natixis	29.7
423	–	NEW	AON	29.6
424	▼	385	Banco Sabadell	29.5
425	–	NEW	Dassault Aviation	29.4
426	●	426	Mobile Telesystems	29.0
427	▲	452	Akbank	28.9
428	–	NEW	Allied Irish Bank	28.8
428	▲	488	Enka inşaat	28.8
430	▲	473	Yapi ve Kredi Bankası	28.7
431	▼	377	Komercni Banka	28.6
432	▲	439	Carrefour	28.4
433	–	NEW	Steinhoff International	28.3
434	▼	401	Novatek	28.2
434	▲	450	Wendel	28.2
436	▲	465	Tupras	28.1
437	–	NEW	BioMérieux	27.9
438	▼	338	Icade	27.7
439	▲	461	PKO Bank	27.5
440	▲	441	Dufry	27.4
440	▲	463	Haci Omer Sabanci	27.4
440	▲	443	Randgold Resources	27.4
443	–	NEW	Amundi	27.2
444	–	NEW	Ferrari	27.0
445	–	NEW	Recordati	26.8
446	▲	476	Banco Popular	26.6
447	–	NEW	Heineken Holding	26.5
447	–	NEW	IHS Markit	26.5
449	▼	448	Carnival	26.4
450	▲	478	Megafon	26.2
451	▼	444	Groupe Eurotunnel	26.1
452	▲	467	IAG	26.0
452	–	NEW	Rational AG	26.0
454	▲	470	Ryanair Holdings	25.9
455	▼	453	Bank Zachodni WBK	25.6
455	–	NEW	GrandVision	25.6
457	▲	468	Bank Pekao	25.5
458	–	NEW	Allergan	25.4
459	▲	470	Erdemir	25.0
460	▼	450	Bic	24.6
461	–	434	CNP Assurances	24.5
462	▼	455	Swatch Group	24.3
463	–	NEW	Mediclinic International	24.1
464	▼	273	Aena	23.8
465	–	NEW	Yandex	23.7
466	▼	435	Groupe Casino	23.5
467	▼	460	OTP Bank	23.3
468	–	NEW	Prada	23.1
469	▲	483	Altice	23.0
470	▼	NEW	Jazz Pharmaceutic	22.9
470	▼	455	Tatneft	22.9

2016 position	Difference	2015 position	Company	2016 score
472	–	NEW	Lundbergföretagen	22.7
473	▼	388	ADP	22.6
474	▼	455	Bankinter	22.5
475	–	NEW	Willis Towers Watson	22.4
476	▼	469	Türkiye İş Bankası	22.0
477	▼	475	Magnit	21.9
478	▼	458	Hermes International	21.4
479	●	479	Colruyt	21.1
480	–	NEW	BNP Paribas Fortis	21.0
481	–	NEW	Københavns Lufthavne	20.7
482	–	NEW	Paddy Power Betfair	20.6
483	▼	481	Melker Schörling	20.3
484	▼	430	Fonciere des Regions	20.2
485	–	NEW	Orpea	19.9
486	▲	491	Eiffage	18.1
487	▼	477	Bolloré	17.6
488	▼	487	Fielmann	16.4
489	▼	485	Pargesa	16.1
490	–	NEW	Finansbank	15.5
491	▼	490	Porsche AML	15.0
492	▼	484	Christian Dior	14.9
493	▼	485	Numericable SFR	14.2
494	▼	492	BIM Birlesik Magazalar	14.1
495	▼	495	Iliad	12.2
496	▼	493	Surgutneftegas	12.0
497	▼	496	Hal Trust	8.0
498	–	NEW	CIC	1.7
499	–	NEW	Odet (Financiere de l')	0.2

Note

- Same position
- ▲ Improved
- ▼ Worsened

The 499 companies were selected based on their market capitalisation in June 2016.

Companies scoring more than 40 points were evaluated at least twice by different researchers between the beginning of July and August 31st, 2016.

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Helena Wennergren

Head of Research
+46 70 971 12 10
helena.wennergren@comprend.com

Staffan Lindgren

Managing Partner
+46 70 971 12 12
staffan.lindgren@comprend.com

Phil Marchant

Managing Director UK
+44 203 700 5554
phil.marchant@comprend.com

For more information regarding Webranking in Italy, Switzerland and Austria please contact:

Caroline Becker

+39 02 36 75 4126
caroline.becker@lundquist.it

For more information regarding Webranking in Spain, Portugal and France please contact:

Miguel Cruz de Oliveira

+351 919 935 833
miguel.cruz.de.oliveira@comprend.com

comprend.com
comprend.com/webranking

comprend 

For more information about Webranking:

Helena Wennergren

Head of Research

+46 70 971 12 10

helena.wennergren@comprend.com

Phil Marchant

Managing Director UK

+44 203 700 5554

phil.marchant@comprend.com

PORTUGAL, SPAIN AND FRANCE

Miguel Cruz de Oliveira

+351 919 935 833

miguel.cruz.de.oliveira@comprend.com

ITALY, SWITZERLAND AND AUSTRIA

Caroline Becker

+39 02 36 75 4126

caroline.becker@lundquist.it