

WIZNESS



THE SMI-WIZNESS  
SOCIAL MEDIA  
SUSTAINABILITY  
INDEX 2012

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If 2011 was the year of the big campaign and a sense that sustainability could be treated in the same way and with a similar budget to brand marketing, 2012 was a coming of age - a growing up if you will- of sustainability communications.

While big bold campaigns still played a role - Sony's Futurescapes, Siemen's /answer and Microsoft's Youthspark stand out - an increasing number of companies, including GE, Renault, Ford and Levi Strauss developed an editorial voice. We call it a "magazine mentality"- enabling an always-on and always accessible channel of sustainability communication with investors, employees, media, NGOs and, yes, customers.

This magazine mentality was triggered by a simple yet complicated reality: sustainability is no longer just of interest to niche stakeholders. That poses for companies both an intriguing opportunity of communicating sustainability to a large audience and a thorny problem of how to do that in an engaging, compelling fashion.

Social media has been the driving force behind this change of audience and community. By empowering regular people with the sensibility that their voice matters and can make a difference, social media technologies have changed forever the way people communicate and act online. Over the course of just 10 short years, companies have found themselves held to account by this enfranchised and very vocal digital community. In turn, having taken a few blows to their corporate self-esteem, companies have sought to turn this two-way dialogue to their advantage, spawning a multi-billion dollar industry around social media marketing, data and analytics.

Sustainability practitioners at first were slow to realise social media's potential to help communicate their efforts but over the last three years they've made up for lost time. In 2010, when we first published this index, just 60 companies had dedicated social media channels to talk about sustainability. By 2011 that number had doubled. This year,

we found 176 major companies around the world that had allotted dedicated resources and social media channels to their sustainability dialogue. It was no surprise to see that Twitter and Facebook were favourite channels for sustainability communicators. Of more interest was the 60 dedicated blogs or sustainability social media magazines being published, suggesting the continued importance of editorial storytelling in describing a company's sustainability and CSR actions.

How has social media driven this change in how sustainability is communicated? For one thing, the connected, amplified voice of social media has made it very difficult for companies to ignore their own responsibilities to the environment and their communities - a viral bully pulpit that NGOs like Greenpeace have become experts in mobilising.

But put aside the need to defend brand reputation and a more encouraging picture emerges of why social media and sustainability work well together. As we argued last year, and as regular readers of our work in SMI and the Guardian Sustainable Business will recognise, the philosophies of social media and sustainability have common qualities that, when combined, have the power to improve business from within and without. The foundations of both social media and sustainability are authenticity, transparency, community, innovation and creativity. Already, through social media, these forces have shaken the way most major companies do business - be it customer service, supply chain management, or recruitment along with the more obvious areas of marketing and public relations.

The next step in the transformation of the modern enterprise will be to apply social media thinking and technologies to sustainability and, in the process, create a stronger, more responsible business that will be better prepared to meet the challenges we all face in the coming years.

Social is no longer a new and trendy form of online media. It has become the mainstream and is embedded both in every form of online communication but also in the sensibilities and expectations of everyone online. So how companies understand and use social media to communicate their sustainability activities will only grow in importance as it too becomes part of the business communication mainstream. That's why the focus of the SMI-Wizness Social Media Sustainability Index is niche but with broad implications.

## WHAT TO EXPECT IN THIS REPORT

The Social Media Sustainability Index takes an exhaustive look at how 400 global publicly listed companies are communicating their sustainability actions and initiatives using social media. We select the initial 400 from a variety of sustainable company indices including the Dow Jones Sustainability Index, the FTSE4GOOD and Newsweek's Green Brands Survey.

Our team of researchers looked at every social media channel used by each of the 400 companies for communication. This year, all told,

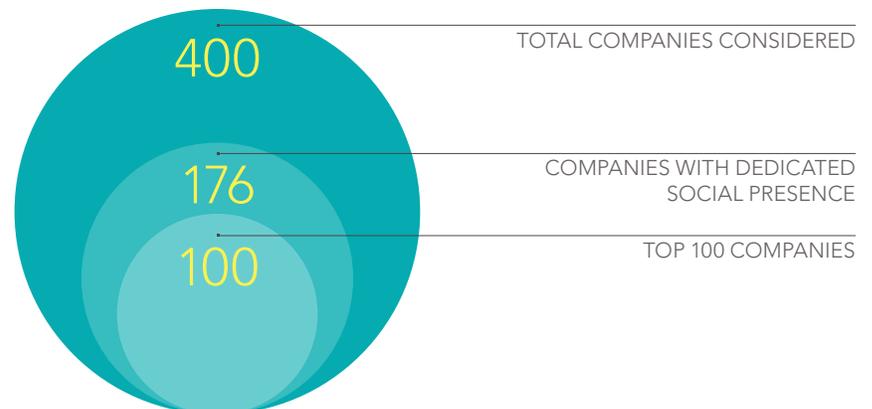
## OVERVIEW

we have assessed more than 2,000 corporate sites and social media channels. We realise that, given the volume of information being considered, some sites may have slipped through the cracks. Please let us know if you think we've missed your company's social media sustainability efforts.

Our initial benchmark for success is to gauge whether the companies have a real commitment to social media sustainability communications. We do that by evaluating which companies have social media channels, platforms or projects dedicated to communicating sustainability. This year, based on this criteria, we were able to identify the 176 companies that have dedicated social media sustainability efforts (an increase from 120 in 2011). Out of those 176 companies we then selected the Top 100 companies.

### HOW DO WE RANK THE TOP 100?

Our goal is not to judge the sustainability actions of these companies but to evaluate how successfully they use social media to communicate those activities. That said, smart social media communications is based on having a good story to tell and being able to tell it in a way that is transparent and authentic. In our view, the companies that have strategies, services and products that demonstrate their commitments to environmental and societal responsibility have the best story to tell and so we rank them accordingly.



Successful social media communication is based around a combination of frequent, topical, relevant, open, authentic, creative and innovative content and dialogue. As such we judge each company's social media sustainability communication efforts based on:

- How often they publish, update their sustainability social media channels?
- How transparent they are in allowing comments and responding to comments and conversation?
- How authentic is their social media content? Do they communicate what the company is doing or what it says it would like to do?
- How creative and innovative is the social media content?
- How useful is the information and conversation to the community?
- How "social" is the Sustainability or Corporate Responsibility Report?

## A NOTE ON JUDGING SUSTAINABILITY/CR REPORTS

Why do we look at the Sustainability/CR Report? Because over the past decade the Sustainability/CR Report has become an important statement of companies' commitment to documenting and evaluating their sustainability and CSR work. Today, most publicly listed companies produce such a report and they devote a great deal of resources - both time and money - to them.

However, all too often, Sustainability Reports are buried deep on corporate websites and only available as a PDF download. Even when companies take the time to create online versions of these reports they still remain buried on the site and the information isn't sharable through social media channels and communities. We believe that the information in these reports is valuable and useful to a larger audience, if packaged and shared effectively. You can read more about the Rise and Fall of the Sustainability Report later in this Index.

Matthew Yeomans  
January, 2013

## KEY FINDINGS

Of the 100 companies included in this year's Index:



70 HAD DEDICATED  
SUSTAINABILITY BLOGS  
OR MAGAZINES

40 HAD SHAREABLE  
SUSTAINABILITY REPORTS  
4 SHARED THOSE REPORTS USING IPAD APPS

15 HAD PINTEREST PAGES

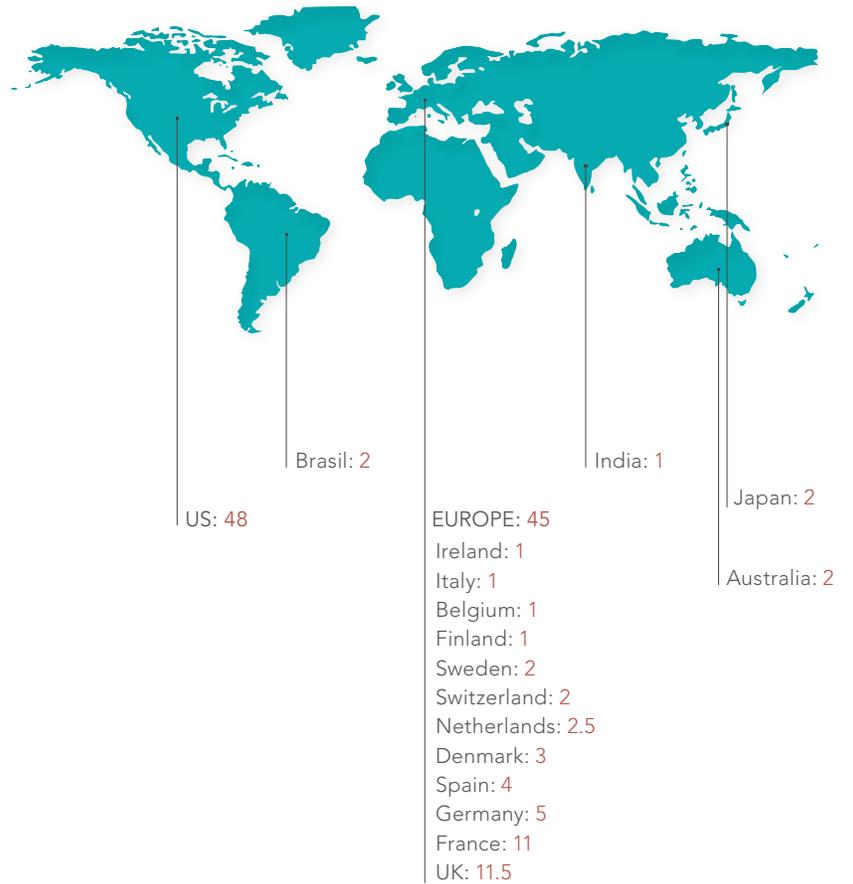
CONSUMER GOODS  
(27 COMPANIES) WAS THE BEST REPRESENTED SECTOR  
13 OF THE CONSUMER GOODS COMPANIES HAD SOME RETAIL PRESENCE

OIL AND GAS AND REAL ESTATE  
HAD JUST ONE LISTING EACH

### BY THE NUMBERS

In 2012, 48 of the top 100 companies were headquartered in the US, 43 in Europe and 7 in the Rest of the World. We give a full country breakdown here.

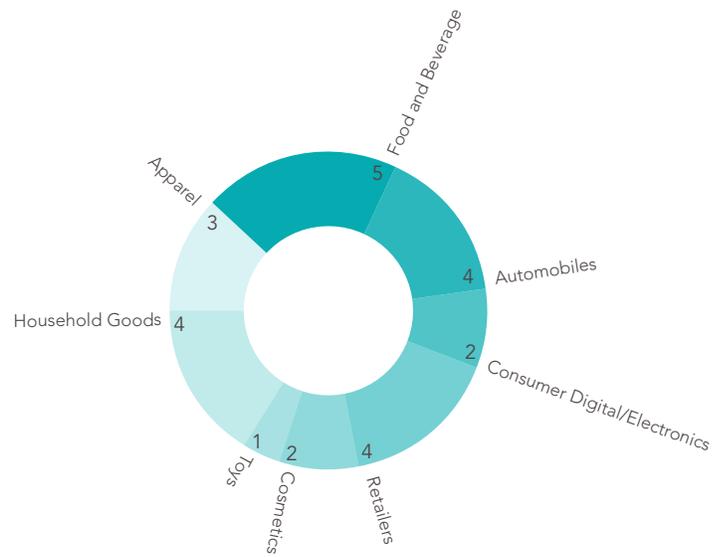
#### COUNTRY BREAKDOWN



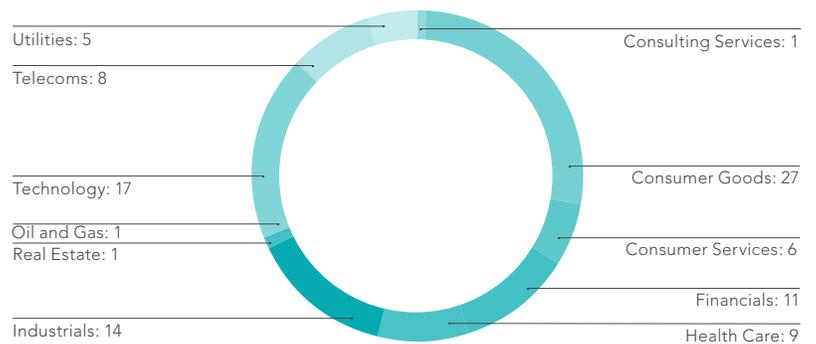
OVERVIEW

Consumer goods companies dominated the Top 100 and, of those, retailers, food and beverage, household goods and automobile were well represented. Technology (17) , Industrial Goods (14) and Financial Services (11) companies also were well represented.

CONSUMER GOODS



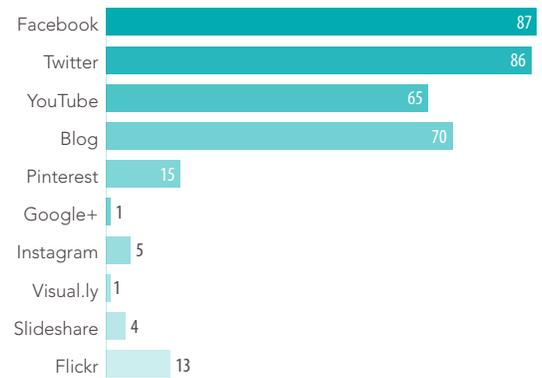
SECTOR BREAKDOWN



OVERVIEW

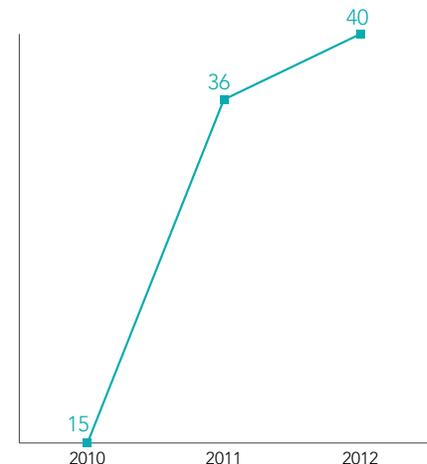
It's no surprise that Facebook was the social media channel most favoured by corporate sustainability communicators, closely followed by a Twitter presence. Interestingly, sustainability blogs and magazines, with 70 examples, trump the video medium of YouTube (65). Pinterest is a new favourite of 15 companies while 13 still retain Flickr sites (though most haven't been updated in a long time.) Cisco is the lone company trailblazing a Google+ presence.

SOCIAL MEDIA CHANNELS



Back in 2010, just 15 companies provided a version of their Sustainability or CR report that was sharable with social media communities. That had grown to 36 in 2011. In 2012, that figure had increased again to 40.

COMPANIES WITH SUSTAINABILITY OR CR REPORTS



## THE TOP 10

The 2012 top 10 companies look a little different from 2011. Some of last year's leaders, including Levi Strauss, GE, IBM, FedEx and BBVA figure prominently but some others have dropped out of the pack to be replaced by impressive newcomers like Marks & Spencer, Telefónica SA and eBay.

All of the Top 10 are linked by a common theme. They are demonstrating their sustainability actions, services and products using social media storytelling. In short, they are "walking the walk" when some other companies simply are good at the "talk" bit.

In the case of Levi Strauss, Marks & Spencer, eBay, IBM and GE it's clear these companies

are showing through social media how sustainability is part of their bottom line business priorities. For some others, like BBVA, Microsoft and Danone, social media helps them communicate their sizeable commitment to corporate and social responsibility projects. All the companies encourage comments and dialogue. Levi Strauss, in particular, has shown its authenticity in dealing with and diffusing a hard-hitting Greenpeace campaign that threatened to undermine its key sustainability commitments.

	COMPANY	SECTOR	OUT OF 100
1	Levi Strauss	Consumer Goods	92
2	Banco Bilbao Vizcaya Argentaria S.A.	Financials	91
3	eBay	Technology	90
4	Danone S.A.	Consumer Goods	89
5	General Electric Co	Industrial Goods & Services	89
6	Telefónica S.A.	Telecommunications	88
7	IBM	Technology	87
8	Marks & Spencer Group	Consumer Goods	86
9	FedEx Corp	Industrial Goods & Services	86
10	Microsoft Corp. & Renault S.A.	Technology & Consumer Goods	84

## REPUTATION STAKES

In #FAIL, SMI's catalogue of the greatest social media screw-ups, we try to document not just how companies get social media communications so wrong but why different companies make the same mistakes over and over again.

2012 saw another raft of numbskull social media activity by companies that really should know better and sustainability communications was no exception.



### Volkswagen UK

When VW posted a fairly inane New Year message to its Facebook followers, the car company got more than it bargained for. The post: "We hope you had a fantastic New Year. Do you have any resolutions and what would you like to see us do more of this year?" saw VW deluged by 2,214 comments, the majority complaining about VW's green credentials and fueled by a Greenpeace campaign against the company.

### Costa Concordia

The sinking of the Carnival Cruise ship Costa Concordia was a tragedy for the company. At first it responded admirably using social media for crisis communications. Then it decided to turn off Facebook and Twitter out of respect for those who had lost their lives. Shame no one told the marketing department.



Adam @arsereview 11m  
 Couldn't make it up - **Costa Concordia survivors offered 30% off next cruise: [uk.news.yahoo.com/costa-concordi...](http://uk.news.yahoo.com/costa-concordi...)** (via @lovelychaos)

Chris Applegate @qwghlm 14m  
 "But apart from that Mrs Lincoln, did you enjoy the show?"  
[yhoo.it/zCmLP0](http://yhoo.it/zCmLP0) (via @lovelychaos)

James Coglan @jcoglan 16m  
**Costa Concordia survivors offered 30% off next cruise (no, not a Daily Mash story) [uk.news.yahoo.com/costa-concordi...](http://uk.news.yahoo.com/costa-concordi...)**

### McDonald's Stories

Asking your fans and followers to say exactly what they think of your brand is always a risky strategy. McDonald's got some very blunt feedback when it launched a Twitter marketing campaign around the hashtag #McDstories.



rick wion @rdublfe Following

**Lots of overreaction on #MCDstories. Here are the numbers: That day there 72,000+ mentions of McD's. Only 2% were negative.**

40 RETWEETS 4 FAVORITES

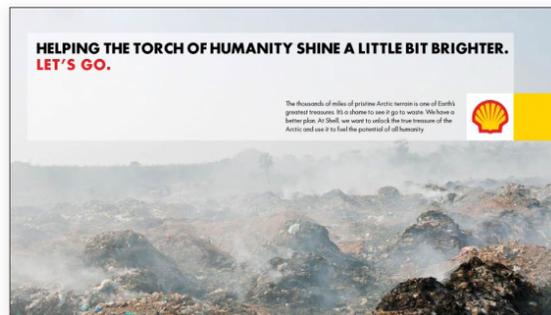
8:47 PM - 24 Jan 12 via web · Embed this Tweet  
 Reply Retweet Favorite

### United Airlines Lost My Friend's Daughter

The airline has previous history when it comes to social media #FAILs so you'd think it would have been quicker to act when faced with criticism of mislaying a 10-year old unaccompanied child passenger at Chicago's O'Hare airport. You'd be wrong. Ultimately it took this blog post to get them to issue a qualified mea culpa.

### Arctic Ready

Did Greenpeace score a home run or an own goal with its elaborate Arctic Ready hoax campaign aimed at Shell? Despite its creativity and scope we can't help but feel that the spoof element actually let Shell off the hook and gave them an excuse not to respond to really important criticisms.



### Celeb Boutique

Social media is all about listening first and talking second. Online retailer Celeb Boutique didn't bother to read the tragic news headlines about the Aurora movie theatre shooting before posting this Tweet.



### Hurricane Sandy

They say "three is a trend." That still doesn't make taking advantage of Hurricane Sandy to promote your brand a good idea. American Apparel, GAP and Urban Outfitters all screwed up this way.



## FEATURE: MAKING THE MOST OF THE CROWD

The allure of crowdsourcing for sustainability and CSR communications has long proven irresistible to both companies and activists despite some spectacular failures. As far back as 2006 (an age in social media history) Chevrolet experienced the hard knocks of social media conversation when its design-your-own Tahoe crowdsourced competition was hijacked by anti-SUV campaigners. In early 2012 McDonald's found itself similarly under attack through the conduit of its #McDStories Twitter campaign while Waitrose also got more than it bargained for when it tried the same "tell us what you think of us" crowdsourced sentiment marketing. Activists like Greenpeace have also used a form of crowdsourcing to hammer multinationals like Shell.

On the one hand it would be very easy to cast a cynical eye over the marketing world's crowdsourcing infatuation and just wait for this latest hip "tactic" to meet the same fate as flash mobs and QR codes. Yet, looking beyond this digitally jaundiced picture, it's hard to think of another time when so many companies were asking their own communities for help in creating better business ideas and, in the case of GE Ecomagination, Huggies'

Moms Inspired, and Pepsi Refresh Project, rewarding those sustainability ideas with investment funds and incubation support.

Which is why crowdsourcing needs to be saved from becoming a stale marketing tactic and, instead, become embedded into the working DNA of the company. Indeed, in that respect, crowdsourcing needs to follow the path that social media in general has taken within major companies - escaping the misplaced "ownership" of marketing and PR so that it can effect change and influence throughout the organisation. Central to this migration is the understanding that crowdsourcing, like social, is a state of mind not a shiny digital toy.

How can a crowdsourcing state of mind infiltrate the traditional suspicious, share-averse world of corporate decision making? Companies like Starbucks and Dell would argue that you have to demonstrate how the wisdom of the crowd can have a positive effect connecting customer relations to business planning and research and development. Both MyStarbucksIdea and Dell's IdeaStorm, though hardly perfect models of crowdsourced action, point to what is possible in terms of better business when

## “Crowdsourcing, like social media, is a state of mind not a shiny digital toy.”

companies open up about the challenges they face and seek advice from parts of the community they might not have thought to consult in the past.

For crowdsourcing to be an effective part of social business, the “crowd” needs to feel that its views (so assiduously courted by the corporation) turn into action. Both Dell and Starbucks have demonstrated some success in turning ideas into action though both also have had to counter criticism that their crowdsourced idea platforms are hampered by inaction.

Part of the problem with keeping the “crowd” motivated, rewarded and satisfied they are being taken seriously is managing the scope of what is being crowdsourced. Curating crowdsourcing might seem like a hopelessly conflicted approach - purists would argue that crowdsourcing’s power comes from the volume of information, ideas and opinions it opens up. But just as the value of user-generated content becomes more powerful when curated and packaged by professional editors so crowdsourced ideas and action increase in effectiveness when shaped around an identifiable business goal.

Unilever’s Sustainable Living Lab, an online collaboration platform to help the multinational achieve its very ambitious sustainability targets for 2020, is an interesting blueprint for what curated crowdsourcing could achieve if adopted for open innovation on a wider scale. In late April, 2012, some 2,200 sustainability leaders and experts from 77 countries took part in the 24 hour online “big think” about four key issues - sustainable sourcing; sustainable production and distribution; consumer behaviour change; and recycling and waste. The key to productive discussion and planning came in the curation of the event. It was invitation only and 80 external experts along with 100 Unilever managers from R&D, procurement, marketing, and customer development took part. The conclusions of the Lab were shared with the participants and put on the agenda of the Unilever Sustainable Living Plan Steering Team, comprising senior managers from Unilever’s Leadership Executive. We’ll have to wait and see if all that valuable discussion translates into action.

# BEST PRACTICE 2012 THE MAIN THEMES

## THEME 1: A MAGAZINE MENTALITY

In 2012, companies employed a wide range of content strategies to broaden the appeal of their sustainability message and to reach the growing but scattered and disparate online communities that are interested in sustainability news and information. Leading the charge is what best can be described as a “magazine mentality”, a sustainability offshoot of the content marketing trend currently en vogue for brands on both sides of the Atlantic and executed well by GE, Ford, Walmart, Deutsche-Post, Coca-Cola and Renault to name a few. Here’s a snapshot of some of the best editorial efforts.

### 1. GE REPORTS

GE has been developing a comprehensive editorial operation for a couple of years now. Its GE Reports site is a content and social hub for all the company stories about sustainability and innovation.



### 2. RENAULT SUSTAINABLE MOBILITY

The French automobile company runs the satellite online magazine [sustainable-mobility.org](http://sustainable-mobility.org) to highlight next generation sustainable transportation technology around the world as well as its own electric Z.E. car fleet.

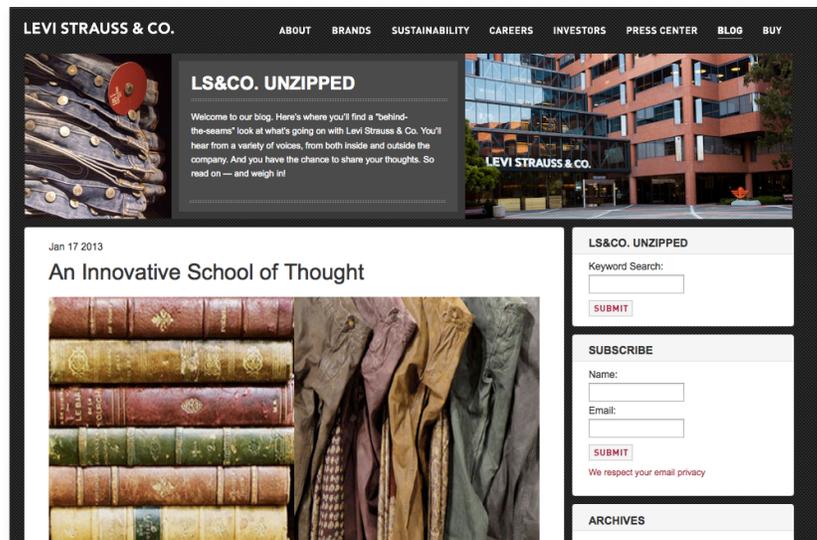
BEST PRACTICE 2012  
THE MAIN THEMES

3. FORD  
SOCIAL

The automaker is one of a small but growing group of companies that are putting editorial content at the heart of their online communication efforts. Ford Social is as slick and professionally produced an online magazine as any traditional publisher might accomplish.

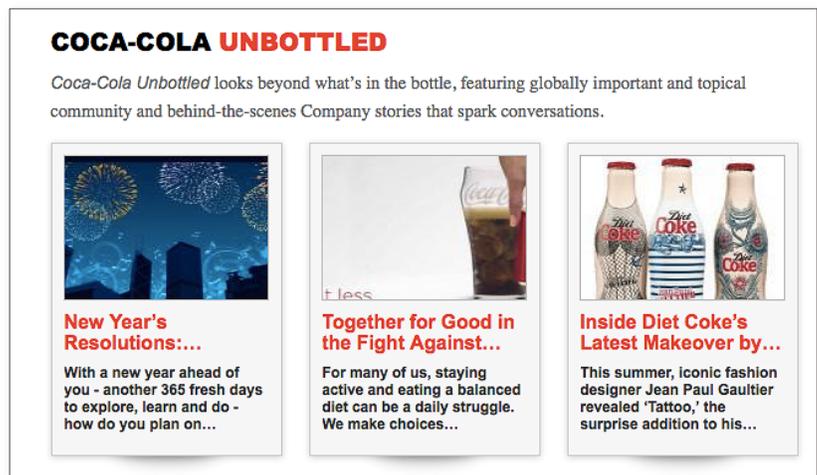
4. LEVI STRAUSS'  
UNZIPPED

Corporate blogs can be dull, drab affairs. Not Unzipped, the in-house voice of Levi Strauss and a good read for insight on how its employees approach sustainability.



5. COKE  
UNBOTTLED

Coca-Cola operates a series of blogzines for different parts of the business. Coke Unbottled, with a six-person strong editorial team, features stories about the company and its CSR and community efforts.

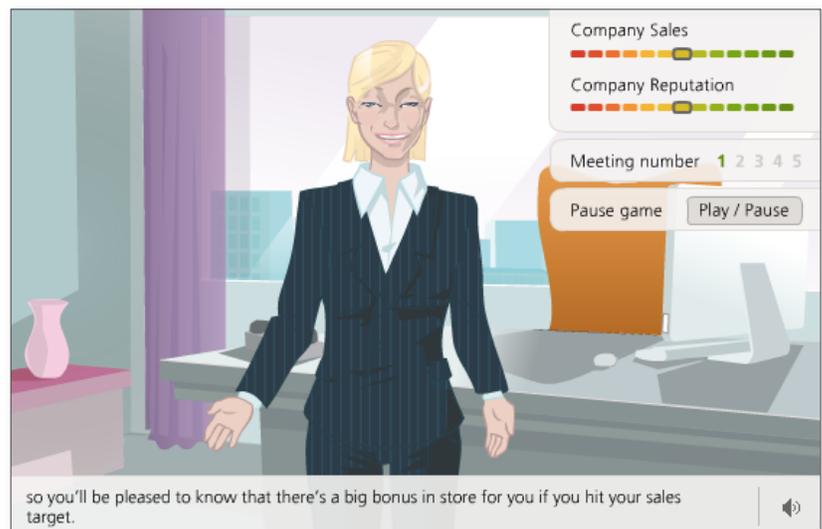


# BEST PRACTICE 2012 THE MAIN THEMES

## THEME 2: APPS, MAPS AND INTERACTIVE GAMES

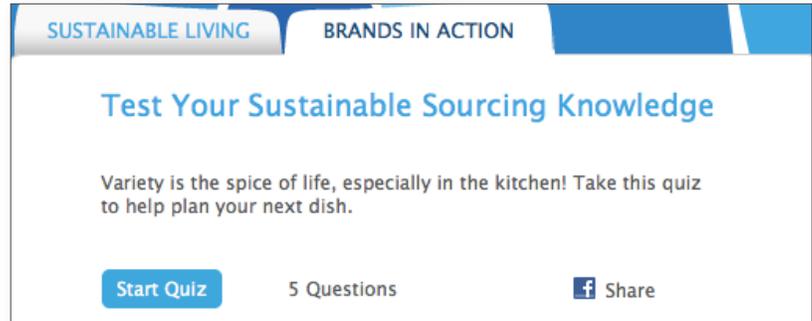
Apps, maps and games also played a growing part in sustainability communication during 2012. GE Healthymagination set the standards with useful apps. FedEx, meanwhile, brought a bit of gaming fun to the world of logistics, while Facebook offered really useful collaboration with clean energy broker OPower. Telefónica and Petrobras showed how smart use of mapping (first launched back in 2010) can continue to help navigate their CSR stories (whatever your opinion of oil companies and environmental stewardship). But our quirky favourite in the pack was Novo Nordisk's interactive business risk and reputation game. Who knew you shouldn't try and bribe local officials to win new business?

### 1. NOVO NORDISK



BEST PRACTICE 2012  
THE MAIN THEMES

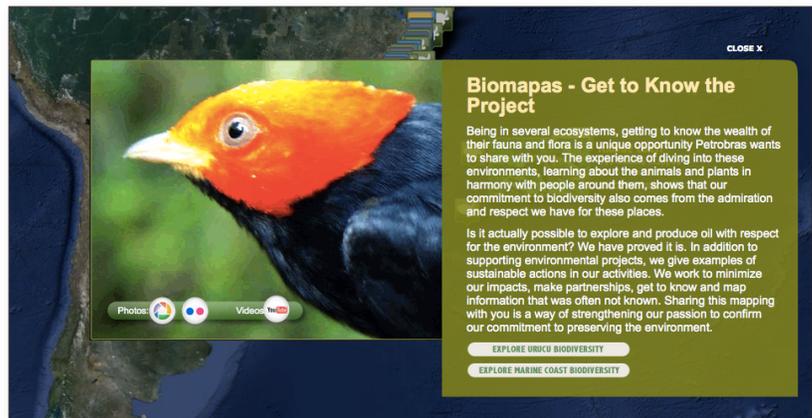
2. UNILEVER'S  
SUSTAINABLE  
SOURCING  
FACEBOOK APP



3. FACEBOOK'S  
OPOWER  
COLLABORATION



4. PETROBAS  
BIOMAPAS



BEST PRACTICE 2012  
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**THEME 3:  
NEW AND EMERGING CHANNELS**

Whether it was Bayer and GE using Pinterest, Danone using Visual.ly, the Brooklyn Nets using Socialcam, or Levi Strauss and Starbucks on Instagram, companies continue to experiment with new and emerging social media platforms as well as storytelling techniques to communicate sustainability. Here's a snapshot of experimentation in 2012.

1. STARBUCKS ON INSTAGRAM

Starbucks used Instagram to promote its "KeepCup" \$1 reusable cup initiative, encouraging people to upload photos of their cups and how they use them to the red hot popular social network.

2. DANONE

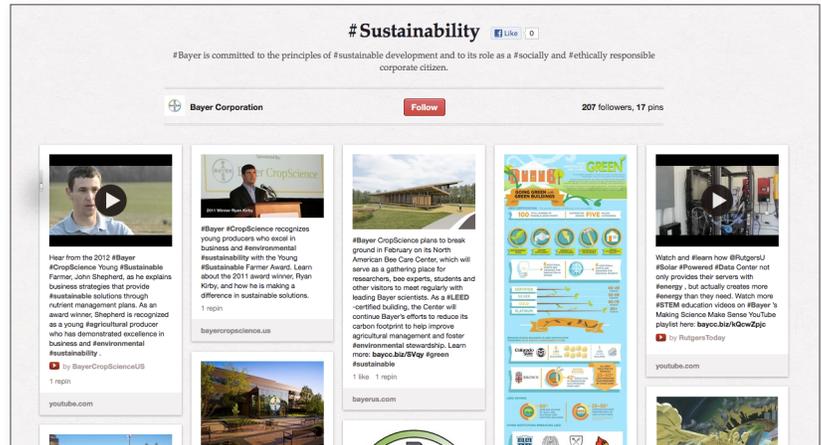
How to communicate a programme to help local milk producers in Egypt? Danone translated a tricky logistics story into this infographic shared via Visual.ly.



BEST PRACTICE 2012  
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3. BAYER ON PINTEREST

Health care giant Bayer might not seem the most obvious company to maintain a Pinterest presence but the photo and video social network allows it to communicate research, innovation and sustainability ideas to a customer base that would other consider it faceless Big Pharma.



4. PHILIP'S #PIN YOUR CITY

Philips also used Pinterest to promote sustainability thinking, using the network to create a competition around the long-running Livable Cities initiative.



5. ACCIONA ON TUENTI

Facebook isn't a one-stop shop if your audience is active in other areas. Spanish conglomerate Acciona maintains a presence on Tuenti, the so called Spanish "Facebook".

# BEST PRACTICE 2012 THE MAIN THEMES

## THEME 4: THE PERSONAL TOUCH

Should a company's social media identity be fronted by the brand or by a personality? It's a dilemma that has bedeviled communicators and marketers ever since they decided to dive into the confusing worlds of Twitter and Facebook. The arguments for a personal voice is simple: social media is about people so how better to show how authentic you are as a brand than to have real people represent you online? The argument against a personal voice and for a brand identity is equally straightforward: what happens when your social media personality leaves the company and they take all those fans and followers with them?

The jury is still out (and probably will remain so as there is no definitive answer) but here's how a few companies in our Top 100 tackle the issue.

1. BT BT's chief sustainability officer, Niall Dunne, represents the company both on Twitter and through a public Facebook page.



BEST PRACTICE 2012  
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**2. AMD** Advanced Micro Devices also embraces the personal touch when it comes to CSR communications. Tim Mohin, AMD's Director of Corporate Responsibility is an avid Tweeter and does so on behalf of the company. He also is the author of a book about developing and promoting sustainability within corporations. Levis' Gareth Hornberger (@levisguy) and Starbucks (Jim Hanna @Jim\_Starbucks) take a similar personal approach.



**3. CAMPBELL SOUP** Campbell Soup team takes a different approach. It operates a vibrant Twitter CSR account but do so with the coordinated brand voice of the CSR team even though the company's sustainability lead, Dave Stangis, has a strong Twitter presence of his own.

**4. CISCO** The tech giant, along with the likes of Dell and IBM Smarter Planet, has decided to combine a little bit of the personal and the corporate. Its Cisco CSR Twitter account shares social responsibility news & updates from the company but lets us know that the the Tweets are written by @rjenbarr & @arwriting.

# BEST PRACTICE 2012 THE MAIN THEMES

## THEME 5: BIG IDEAS

2012 might not have been dominated by one big social media sustainability campaign in the way Pepsi Refresh and GE Ecomagination Challenge have in years past but two creative storytelling campaigns did catch the eye.

### 1. SONY'S FUTURESCAPES

Building on the success of 2011's Open Ideas, Sony partnered with Forum for the Future along with media outfits The Guardian, Wired and Economist Intelligence unit and challenged the online community to imagine what the world of 2025 will look like and the role technology might play in creating a more sustainable world. People were invited to upload their video visions to YouTube and to enter a short story competition. The winning entry was Game Theory, a tale penned by Conor Richie that, as The Guardian explained, "described a competition between two highly intelligent machines – more intelligent than their star-crossed designers – and consider[ed] how computers might evolve to tackle the trickiest of subjects: human emotion."



### 2. SIEMENS'/ ANSWERS

First launched in 2011, /answers is an ongoing creative campaign whereby film directors, journalists and authors take a personal look at the impact of pioneering technology on people's lives. Shot and told in a lo-fi documentary style, the 88 short films look at subjects as diverse as: how technology has transformed community argan oil production in Morocco; how one Himalayan nurse uses a mobile clinic to provide healthcare in remote mountain villages; how- thanks to Siemens technology - one Shanghai farmer can grow clean crops despite living next to a coal-fired power plant.

## TOP 10

## 1. LEVI STRAUSS

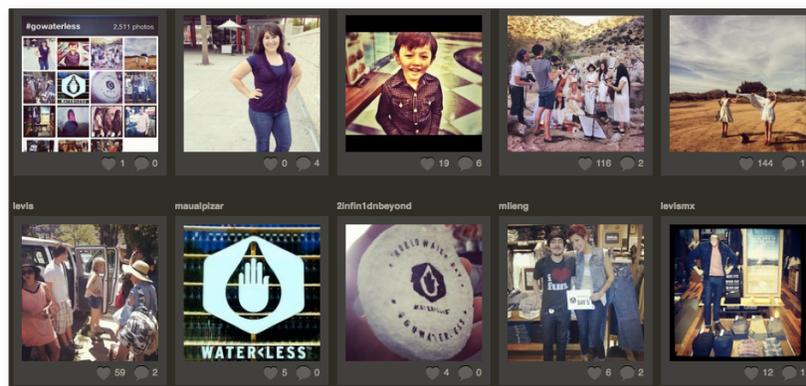
The success of good sustainability storytelling often depends on having a good story to tell. And in sustainability, the more a company does what it says it wants to do rather than refer to what others are doing, the better the story. That's why we've included a judging category around authenticity - who is walking the walk rather than just talking the talk, so to speak.

Levi Strauss, it seems to us, has a good story to tell, whether it be the sourcing of more sustainable cotton, offering customers useful advice on how to wash and care for their jeans and, ultimately, introducing a product line, Waste<Less made, in part, from post-consumer recycled plastic bottles and food trays.

Levi Strauss' commitment has grown out of working with NGO Water.org as this YouTube video featuring Matt Damon explains.

The company has taken to Instagram with an employee-led campaign to promote Waste<Less as well as using its sustainability blog, the LS&Co Unzipped corporate blog and the @Levisguy Twitter account to discuss other environmental and community initiatives.

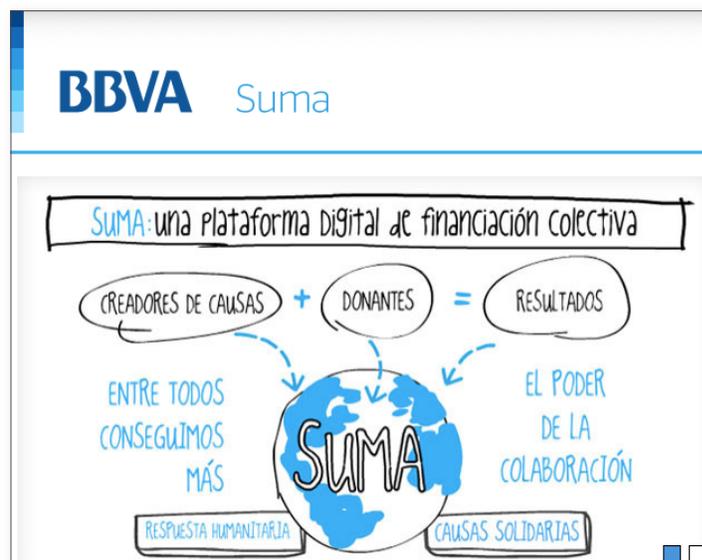
Sometimes a sustainability story is taken to task and in 2012, Levi Strauss faced a social media backlash from Greenpeace over its clean water practices at some of its Mexico manufacturing plants. Levi Strauss' prompt response and open pledge on its site and through its blog to address weaknesses in its sustainability processes only enhanced its reputation for authentic social media dialogue.



## 2. BBVA

Spain's Banco Bilbao Vizcayo Argentaria (BBVA) is a constant flurry of online activity and innovation so it's fitting that one of its most notable projects in 2012 was the BBVA Centro de Innovacion (Innovation Centre). The Innovation Centre's main site, blog, along with Facebook, Twitter and Pinterest satellites covers topics like smart cities (taking a leaf out of IBM's playbook), and tech-savvy responsible banking along with crowdsourcing and mobile breakthroughs. In doing so it helped convey the banks commitment to be at the forefront of customer-centered financial services. But this is just part of BBVA's greater sustainability communications, anchored by its Bancaparatodos (banking for everyone) site and augmented by its Open Minds knowledge platform as well as Suma, a crowdfunding platform for social causes. BBVA also launched Momentum Project, a collaboration in 2011 with Spanish business school ESADE to promote social entrepreneurship in Spain.

All these initiatives are supported by strong social media communication, utilising the heavy hitters of Facebook but also communicating via Slideshare and Instagram when the content is right for those communities.



### 3. EBAY

"Green Team" seems slightly out of vogue at the moment in the greater lexicon of sustainability speak but that hasn't deterred Ebay from putting together an impressive sustainability portfolio of actions and services. And that gives them a good story to communicate as they demonstrate when noting that "we are the biggest engine for reuse on earth".

The centrepiece of eBay's sustainability story in 2012 has been its Common Threads partnership with sustainability leader Patagonia (a company that would feature highly in our index if they were publicly listed), whereby eBay launched a special second hand online store to extend the lifecycle of Patagonia products. During the past 12 or so months, more than 38,000 pre-owned Patagonia items of clothing have been resold through the storefront.

Ebay's green commitments don't stop with Common Threads. Through its blog, Twitter feed, Pinterest page, forum and Facebook account, the Green Team offer an ongoing narrative on how customers can make environmental buying decisions, how eBay merchants are creating a greener marketplace and how eBay itself is creating a more environmentally-friendly business.

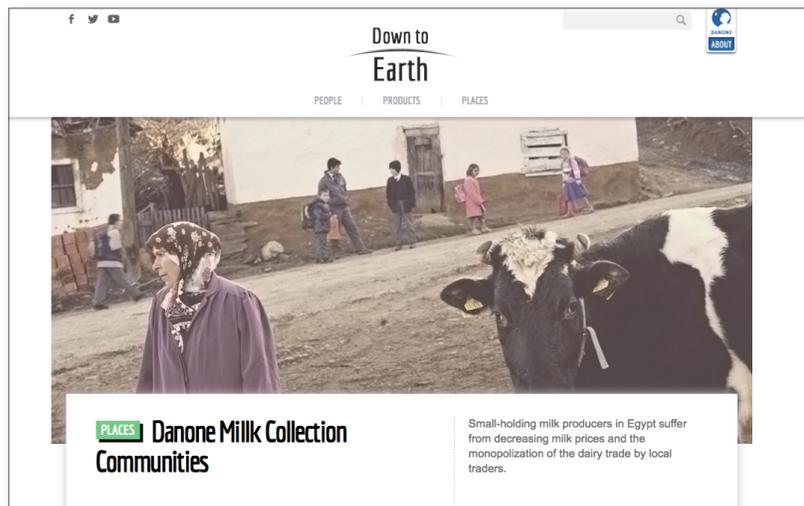
The screenshot shows the Patagonia website's Common Threads Initiative page. At the top, the Patagonia logo is followed by "COMMON THREADS INITIATIVE + eBay". Below this are navigation links for "men's", "women's", "kid's & baby", and "packs & travel gear", along with "JOIN", "SELL", and "ABOUT" buttons. A search bar is also present. The main content area features a navigation bar with "REDUCE", "REPAIR", "REUSE", "RECYCLE", and "REIMAGINE". The central focus is a large banner for the Common Threads Initiative, which includes the text: "Patagonia, eBay and You: partners in making, buying & selling clothes more sustainably." and the slogan "BECAUSE THE GREENEST PRODUCT IS THE ONE THAT ALREADY EXISTS". To the right of this banner is a photo of a man with a play button icon overlaid. Further right, there is a call to action: "Join us. Become a partner in the Common Threads Initiative. Why? TAKE THE PLEDGE" with a "TAKE THE PLEDGE" button. Below this, it says "Took the pledge on Patagonia.com? Confirm your account". At the bottom right, there is a section titled "Do your part. Buy used and sell what you don't need." with a "PURCHASE USED GEAR" button and a link to "See all used Patagonia items".

#### 4. DANONE

Danone has two main social sustainability initiatives: the Down to Earth information community and its Communities “social businesses network”, the latter a long-running project devoted to funding and developing local businesses with a sustainable economic model.

Down to Earth is very much the flagship for Danone’s sustainability communication and its centrepiece is a visually appealing blog/online magazine that explores the company’s own role and responsibility in the world at large. Down to Earth’s engaging editorial focus provides the company with a voice that is both creative and useful in highlighting its own commitment to sustainable products and best practice. An emphasis on strong visuals and narrative allows Danone to reach a wider social media audience by using other platforms like Visual.ly.

The company realises that its annual report (including its sustainability updates) needs to be accessible to a wide online audience so makes all the information shareable on social networks as well as packaging key data and information so that it is more likely to be shared by interested stakeholder groups.



## 5. GENERAL ELECTRIC

Just a few years ago GE still was seen as a Big Business dinosaur out of touch with the fast-moving shifts in technology and online trends. Not any more. Ever since the hit-out-of-the-park success of Ecomagination Challenge, the multinational has been producing thought-provoking, relevant content and programmes around innovation and sustainability. Today it packages a portfolio of smart social media channels - Txchnologist.com, Healthymagination, Ecomagination, Ideas Lab (a collaboration with Atlantic Media) and Data Visualization - under its GE Reports online magazine. It also isn't afraid to tell its story through social media channels that you might not automatically associate with a company like GE.... Instagram for instance.

GE has been one of the pioneers of the social media sustainability approach to content marketing and its depth and quality of its editorial operation shines through GE Reports. It's a great example of how social media publishing can help humanise a major corporation and provide a launchpad for useful and engaging programmes such as the HealthyShare Facebook App, along with feature stories on DIY carbon capture (really!)



## 6. TELEFÓNICA

The second Spanish company (along with BBVA) that is represented in our top 10, Telefónica offers a smorgasbord of social media communication around sustainability and CSR issues. Its main sustainability blog has the slick magazine feel of many corporate content sites and is used to tee up other sustainability content published through YouTube, Twitter and even Flickr (yes some companies still use Flickr). It is also the gateway for its social conversation/debate micro site, RConversa, for its new online child protection mobile app and for a sustainable cities competition being run this year.

Telefónica also has a vibrant foundation site and social community and a more campaign-driven initiative called Think Big, which encourages and funds young people to help improve their local communities.

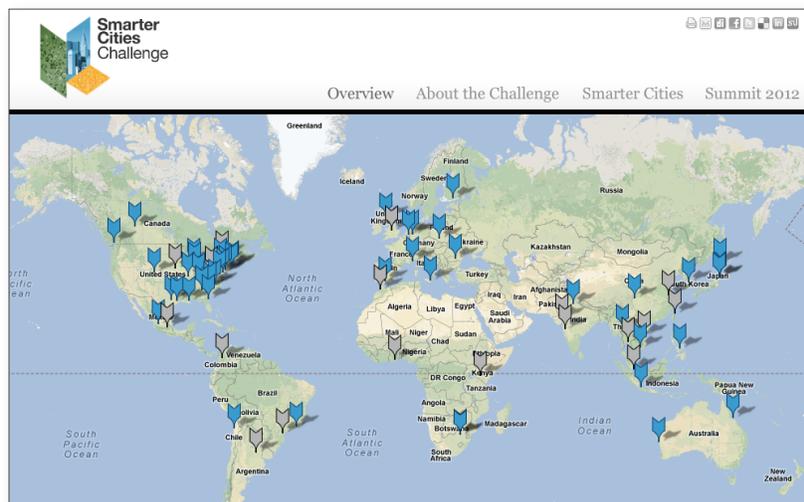


## 7. IBM

The technology giant continues to impress with its umbrella “Smarter” set of initiatives. By embracing the dual philosophies of social business technology and sustainability, IBM continues to innovate, educate and inspire through Smarter Planet, Smarter Cities and Smarter Government along with its Social Business and Smarter Commerce products.

Smarter Planet’s Facebook page remains a dynamic location for innovation content even if it did become a little patent obsessed in late 2012. And with its customised Tumblr blog, the company has packaged its editorial sensibility for that vibrant network.

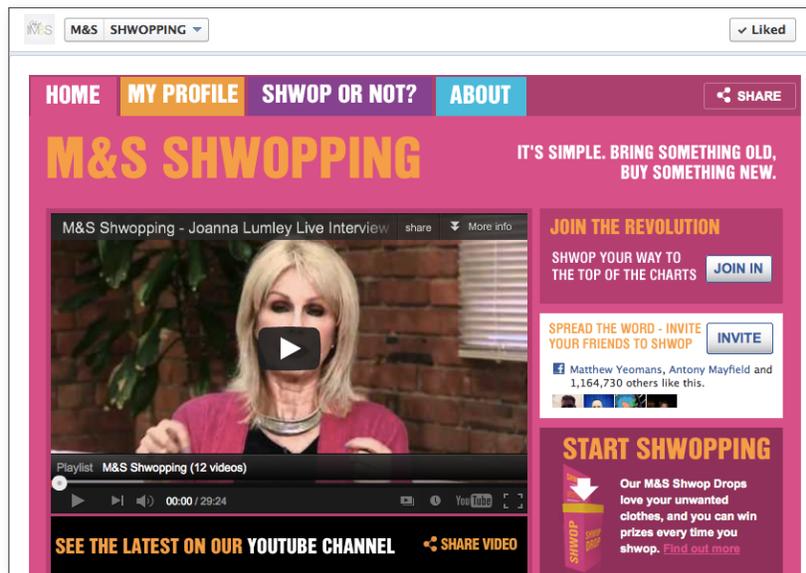
Whether you want to learn about research on creating zero-emissions data centres or follow the company’s bold three year Smarter Cities Challenge, IBM is a leader in using social media to its best narrative advantage.



## 8. MARKS & SPENCER

The august British retailer has been a leading light in sustainability action ever since unveiling its Plan A strategy back in 2007. At first M&S struggled to communicate its sustainability action using social media but has upped its game in the last year, helped in no small part through the story it can tell about Shwopping, a collaboration with NGO Oxfam to resell, reuse or recycle old discarded clothes.

The campaign not only helps M&S get over the communication hump of explaining terms like sustainability and Plan A to an unsuspecting public but also gives customers a social media conduit through a mobile Facebook app to demonstrate their commitment to the clothes cause. M&S's Facebook site also lists the top customer Shwoppers in any given week as well as the most popular M&S stores for the clothes swapping.

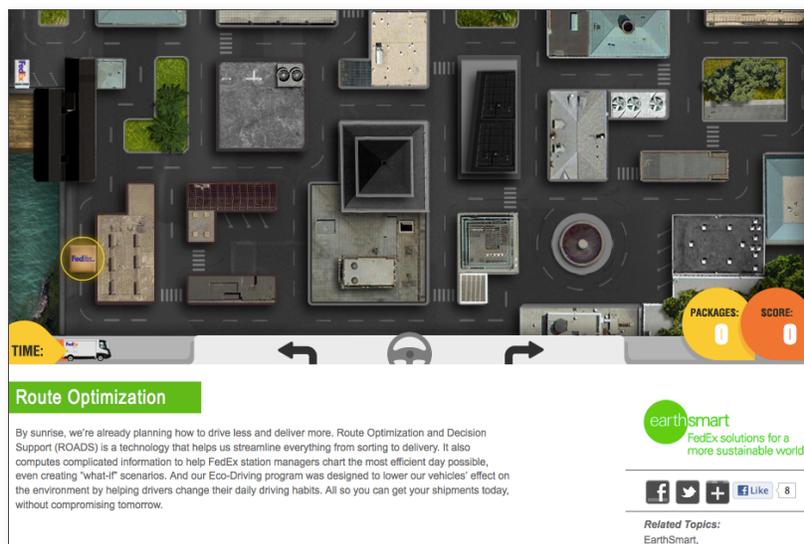


## 9. FEDEX

FedEx has a longstanding commitment to narrative storytelling and one that puts it in a good position when it comes to social media sustainability storytelling. Now through its Earthsmart initiative the global delivery carrier has a defining framework to communicate its sustainability actions.

FedEx uses its corporate blog as well as the Twitter feed of its vice president of Environmental Affairs & Sustainability, Mitch Jackson, to offer no-nonsense updates about sustainability activities while its shareable Earthsmart site mixes information with fun logistics games (what's not to love about a FedEx delivery van version of Pacman) to get you thinking about the environmental challenges of meeting delivery demands. Admittedly, the creativity may be a little overstretched when it comes to trippy Facebook Enchanted Forest app.

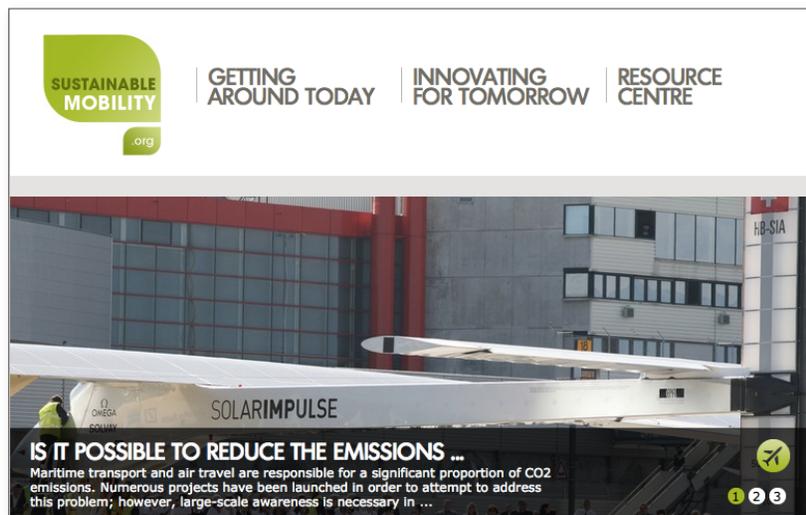
But creative excess apart, FedEx also continues to communicate its CSR efforts effectively through its FedEx Cares sites and social properties. Throw in a clear and shareable online Citizenship report and you have an informative, engaging and useful social media sustainability strategy.



## 10. RENAULT

Automobile companies tend to find it hard to demonstrate their sustainability credentials but Renault's commitment to hybrid engine technology gives it an evolving story to communicate. The French company's Sustainable Mobility (Mobilité Durable) site offers an editorially-driven approach to educating and informing about the latest in cleaner car technology. The bilingual magazine site is supported by research and thinking from the Sustainable Mobility Institute, a collaboration between Renault and academic think tank, ParisTech.

Renault's Eco2 brand also supports a dedicated online channel devoted to green driving called Ecomobility.TV.



## 10. MICROSOFT

Microsoft has been blogging about its Citizenship efforts since 2008 so it's no surprise that this transitioning software giant has a lot to talk about. In 2012, Microsoft launched an ambitious CSR programme called YouthSpark, designed to help 300 million children in 100 countries "get a great education, find work or start their own business."

They include the "Give for Youth" micro-funding portal, Innovate4Good, a nacent global community that aims to help youth "collaborate, inspire and support each other while using technology to make a difference in their communities" and, frankly, an overwhelming series of other mini-projects all housed and highlighted at the YouthSpark Hub.

There's so much going on that it would be easy for a lot of the CSR work to get lost in the cracks of Microsoft's corporate citizenship site. Luckily Microsoft has one of the most active and best read CSR Facebook and Twitter presence of any company and has made YouthSpark the main feature of its Facebook site. Though YouthSpark was launched in 2012, a great deal of activity will take place in 2013. The next 12 months could be very interesting.

**Microsoft YouthSpark**  
Empower Youth to Change Their World

**Empower Youth to Change Their World**

The world stands at a crossroads. While there are more young people on the planet than ever before, youth unemployment is double that of the adult population. Countries are struggling to develop modern workforces due to the growing gap between the skills of unemployed workers and the skills needed to perform the jobs of today and tomorrow.

Today's young people face an opportunity divide – a gap between those who have the access, skills and opportunities to be successful and those who do not. Closing this opportunity divide is one of the most important actions we can all take to secure the future of our youth and the future of our global economy.

Microsoft YouthSpark is a companywide initiative designed to create opportunities for hundreds of millions of youth around the world. Through partnerships with governments, nonprofits and businesses, we aim to empower youth to imagine and realize their full potential by connecting them with greater education, employment, and entrepreneurship opportunities. We want to empower youth to change their world.

**YouthSpark Hub**  
Get on track for future innovation. →

**Follow our blog**  
Be the first to hear about the latest information and programs. →

## THE GREEN TWITTERATI

## COMPANIES

The Green Twitterati is a list of 100 top tweeters about sustainability and business from the media, agencies and consultants, companies, government and academia. The growth of Twitter means that, today, there are many, many strong voices Tweeting on this topic. Let us know if you think you should be part of the Green Twitterati but haven't made this list - we'll do an update in six months time.

**@SmarterPlanet**  
IBM CSR

**@NissanLEAF**  
Clean motoring news from Nissan

**@Microsoft\_Green**  
Microsoft's environmental sustainability team

**@JNJStories**  
Stories of sustainability from Johnson&Johnson

**@sustainableSAP**  
Sustainable tech tweets from the software solutions company

**@LivableCities**  
Innovation from Philips on improving life in cities

**@Mitch\_Jackson**  
Vice president of FedEx Corporation's Environmental Affairs & Sustainability, working on sustainability vision, strategy and implementation

**@nestlecsv**  
Nutrition, rural development and water management tweets from Nestlé

**@jim\_starbucks**  
Director of environmental affairs at Starbucks Coffee Company

**@TheCooperative**  
Large mutual retailer, pharmacy and bank with strong ethical and sustainable bent

**@Intelinvolved**  
Tech-related tweets on global solutionism

**@danonecommunity**  
Tweets on Danone's CSR projects

**@CiscoCSR**  
CSR news and updates from networking leader Cisco

**@FedExCares**  
News and updates on FedEx's environmental efforts

**@eBayGreen**  
The online auction giant talks eco-friendly living

**@Dell4Good**  
Responsibility reportage from Dell's news team

**@SocInnovBiz\_EU**  
Updates on sustainable electronics innovation from Hitachi Europe

**@Ericssonsustain**  
Tweets demonstrating the power of technology for good

**@DuPont\_ability**  
DuPont engagingly communicates its sustainability efforts

**@Good\_Energy**  
Insightful tweets from the UK's leading renewable electricity supplier

**@WalmartGreen**  
Sustainable news for living better

**@bluNiall**  
BT's Chief Sustainability Officer



# MEDIA

**@GreenCollarGuy**  
 Publisher of  
 GreenCollarEconomy.  
 com

**@SustainableBiz**  
 News source focusing  
 on the triple bottom  
 line

**@GreenBiz**  
 Far-reaching green  
 business news from  
 San Francisco

**@GuardianSustBiz**  
 Sustainable business  
 tweets from The  
 Guardian newspaper

**@Corporateknight**  
 Business ethics  
 magazine

**@REWorld**  
 Prolific renewable  
 energy news source

**@greenwombat**  
 Environment editor of  
 Forbes magazine

**@matmcdermott**  
 Business, politics  
 and energy editor for  
 TreeHugger.com

**@Ethical\_Corp**  
 Strong sustainability  
 and anti-corruption  
 voice

**@MarcGunther**  
 Contributing editor  
 to Fortune, writer at  
 GreenBiz.com

**@CSRWire**  
 Leading source for  
 CSR and sustainability  
 reports and info

**@BusinessGreen**  
 Leading UK site for  
 green business news

**@3BLMedia**  
 Green CSR and  
 marketing news

**@HuffPostGreen**  
 The latest  
 environmental and  
 energy news

**@grist**  
 Edgy green journalism

**@triplepundit**  
 Triple bottom line-  
 focused editorial

**@forbesgreen**  
 Insightful green tech  
 news from the Forbes  
 team

**@the\_ecologist**  
 Respected  
 environmental agenda  
 setters

**@GreenFutures**  
 International  
 perspectives on  
 environmental  
 solutionism.

**@adamvaughan\_uk**  
 Guardian's chatty  
 and clued-up  
 environment editor

# CONSULTANTS & AGENCIES

**@FHSustain**  
 Communications team  
 helping business think  
 sustainably

**@makower**  
 Sustainability author and  
 speaker, founder of  
 GreenBiz.com

**@Justmeans**  
 Leading green resource for  
 businesses

**@Goodcorporation**  
 Working to make companies  
 responsible and ethical

**@TaigaCompany**  
 Prolific sustainability  
 consultants

**@futura**  
 Progressive sustainability  
 agency

**@mrochte**  
 Finding business opportunity  
 in sustainability

**@DRMeyer1**  
 All-round sustainability whiz

**@FabianPattberg**  
 Experienced blogger  
 and consultant

**@davidcoethica**  
 CSR, environment and  
 sustainability consultant

**@Elaineishere**  
 Respected green  
 business strategist

**@EvershedsEnergy**  
 Clean energy tweets from  
 respected law firm

**@hlovins**  
 President of Natural  
 Capitalism Solutions

**@AndrewWinston**  
 Informed green consultant

**@thecsragency**  
 Management consultancy  
 specialising in CSR and  
 sustainability

**@GRI\_Secretariat**  
 Initiative dedicated to helping  
 organisations better report  
 sustainability

**@CECPtweets**  
 Business forum focused  
 on corporate societal  
 engagement

**@braveoneagency**  
 Digital marketing agency  
 specialising in CSR

**@CSE\_network**  
 Tweets by the Centre for  
 Sustainability and Excellence

**@theSOAPgroup**  
 Helping companies  
 understand their impact on  
 the world



# NGOs

**@worldresources**  
Organisation addressing issues of environmental and human need

**@Forum4theFuture**  
Respected organisation working towards a sustainable future

**@RockyMtnInst**  
Rocky Mountain Institute researching efficient resource use

**@dcarli**  
Tweets from Don Carli of the Institute for Sustainable Communication

**@350**  
Washington DC-based environmental lobby group

**@EWEA**  
Voice of the wind industry in Europe and worldwide

**@globalgreen**  
Environmental non-profit dealing with green building

**@BankTrack**  
Network of organisations prompting sustainability in the financial sector

**@Wilderness**  
Working for clean energy, forests, parks and national parks

**@EnvDefenseFund**  
Working with business and government to address environmental problems

**@foe\_us**  
Champions of a healthier world

**@HumanityNews**  
Promoting humanitarian environmental issues

**@ecogeek**  
Organisation focused on all things eco-friendly

**@Greenpeace**  
Much-famed global environmental organisation

**@ClimateGroup**  
Driving a clean revolution

**@Global\_Witness**  
Bold, resource anti-corruption action

**@WRAP\_UK**  
Working towards a resource-friendly future

**@sccoalition**  
Environmental policy news from the UK people's coalition against climate change

**@OneClimate**  
Pioneering social networking space for sharing climate solution ideas

**@ClimateSavers**  
WWF's progressive climate and global warming solutions arm



# ACADEMIA POLITICS & COMMUNITY

**@respbus**  
University of Berkeley's Centre for Responsible Business

**@ghoberg**  
Respected environmental professor at University of British Columbia

**@YaleE360**  
Yale opinion and analysis on environmental issues

**@earthjustice**  
Environmental-focused lawyer

**@sustainableprof**  
The International Society of Sustainability Professionals

**@devcrossing**  
Community promoting growth of CSR

**@greenleafbooks**  
Publisher of hard-hitting environmental and sustainability books

**@algore**  
Prominent politician championing green causes

**@EPAnews**  
News releases from US Environmental Protection Agency

**@DECCgovuk**  
UK's Department of Energy and Climate Change

**@SustainBrands**  
Community focused on sustainable life media

**@ecopolitologist**  
Environmental politics commentator

**@CylchWalesCRN**  
Organisation leading the way in Wales' vision of 'One Planet Living'

**@CeresNews**  
Community moving corporations toward a sustainable global economy

**@GreenHarvard**  
Making Harvard University greener 'one tweet at a time'

**@TheGreenParty**  
Environmental policy debate and discussion from the UK's Green Party

**@EamonRyan**  
Thoughtful tweets from Ireland's Green Party leader

**@smzavestoski**  
Varied green tweets from San Francisco's environmental professor

**@joeleisen**  
Sports-loving passionate environment and energy lawyer

**@GreenBooks**  
Publishing and promoting insightful books on green-living

# THE RISE OF THE SOCIAL MEDIA SUSTAINABILITY REPORT

The humble Sustainability Report has come a long way in terms of online accessibility since we first started documenting it in 2010. Back then the majority of companies simply posted a PDF version somewhere deep, deep down in the bowels of their corporate web site. The message seemed to be: "This stuff is so boring and geeky that we don't even want to read it. So why would anyone else want to?"

Okay, that's being too harsh. Sustainability and Corporate Responsibility Reports have been growing in importance for companies in recent years but still were viewed as only of interest to a very small and niche set of stakeholders - investors, NGO's, employees and a micro set of the media. But by making this core document so inaccessible to online audiences, sustainability communicators have undervalued the sizeable amount of time, energy and money that is invested in compiling these reports.

Thankfully, as online media and social media in particular have become part of the communication mainstream, more and more companies are realising the value their Sustainability Reports can play online. In this, our review of 2012, 40 companies have made them accessible and shareable to social media audiences.

Many simply add sharing "buttons" to pages of the online report. Others, like Telefónica and Cisco share selected content from the report into social "satellite" platforms like Facebook and YouTube.

A growing number, including GE, AMD and Barclays, reproduce the entire report for sharing audiences via iPad and Android Apps. Finally, companies like Alcatel Lucent, Svenska Cellulosa and DuPont make the entire report shareable via specific social networks for documents like Scribd and Issuu.

As with the rest of the online media landscape the increase in online and social savviness has been propelled by new technology and publishing tools. Today companies can choose to build socially-sharable online versions of their Sustainability Report into their own websites like AXA or they can use online report building tools and services like iPedis, Yudu, Havas Publishing Services and Wizness (our sponsoring partner on this Index).

Some companies have questioned the need to produce an annual Sustainability Report given that social media communities expect

# THE RISE OF THE SOCIAL MEDIA SUSTAINABILITY REPORT

a regular dialogue rather than waiting patiently for a massive document published once a year. SAP and BBVA both publish quarterly Sustainability updates online and look to package their core Environmental, Social and Governance (ESG) data in useful ways that can be shared. Facebook, meanwhile, approaches sustainability reporting in its own inimitable fashion, creating a user-friendly dynamic infographic.

The shift from PDF to online and from once a year to a more fluid dialogue suggests sustainability communicators need to ask themselves a bigger question than simply, "How do we package our Sustainability Report?" Instead they need to take a step back and ask, "Who is our social media audience and how do we provide information in the best way for them?"

Sustainability Reports tend to be rather dry affairs because of the strict stakeholder base they were originally aimed at. And yet the Sustainability Report is probably still the best way for a company to take stock of what it is doing to become a more environmentally and socially responsible profitable company. The myth of social media is that it is a mass medium and so all content and conversation needs to appeal to a mass audience. That might be true for Facebook but that's just one (admittedly big) channel among myriad other social media opportunities. What social media really offers communicators is the chance to have relevant and dedicated dialogue with many different niche audiences. That means the content and information in a Sustainability Report could and should be of interest to NGOs, customers, community interests, ratings agencies and shareholders - just not all at the same time.

So rather than dismissing the Sustainability Report as an irrelevant dinosaur of a pre-social media age, why not consider how the wealth of information included in these reports can be made more useful for different social media communities.

Here are five questions to start that transition.

- 
1. Who is your social media audience?
  2. What do they care about?
  3. What have you got to say that matches their interests?
  4. Is that information useful to your community?
  5. Rather than telling them what you do, can you show them how your sustainable business works?
-

## PUBLISHING YOUR SUSTAINABILITY REPORT ONLINE

Traditionally Sustainability Reports were targeted at a very small and specialized group of stakeholders. The growth of social media has expanded that audience, creating a larger and more diverse community of publishers and stakeholders who are interested in the information and stories companies share in their reports.

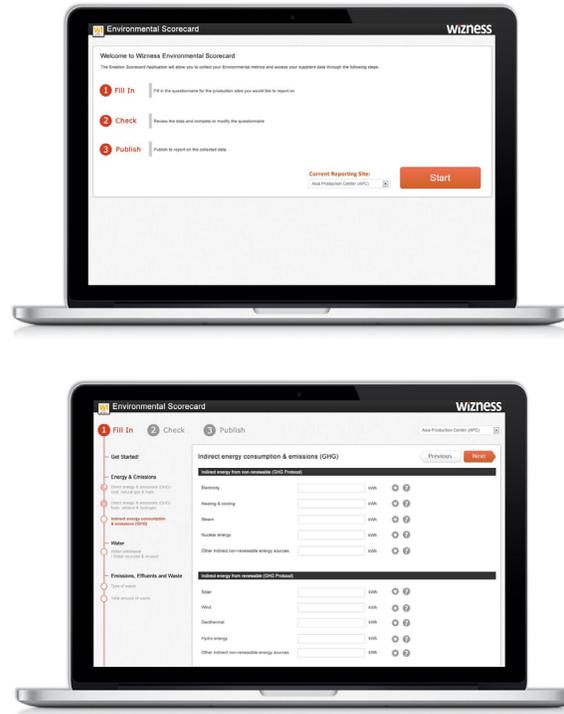
That's why Wizness created their new AppStore and Publisher tool to provide a complete set of online reporting and publishing tools for sustainability professionals. The AppStore is a Sustainability marketplace where companies and professionals can find on-demand applications to collect their Sustainability data, and the Wizness Publisher offers a complete platform for preparing and publishing an entire Sustainability Report online.

## MANAGING SUSTAINABILITY REPORTING FROM A TO Z

The complementary Wizness features allow companies to collect data, share information and engage their stakeholders at 3 different levels:

### 1. Collect Sustainability data with on-demand applications in the Wizness AppStore

You can use one of the numerous sustainability data-collection applications available on Wizness to collect data and manage KPIs, according to your company's own specific reporting framework.



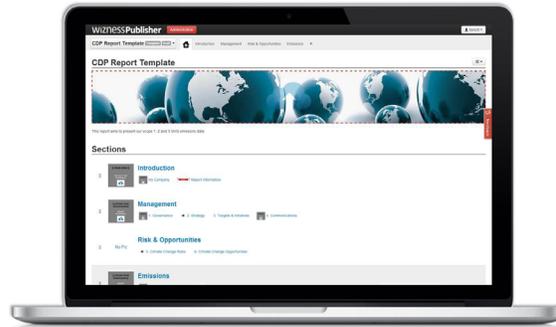
Take Carbon Disclosure Project (CDP) data for example. Companies can answer the CDP reporting questionnaire thanks to a dedicated application available on the WIZNESS AppStore and choose to publish their results online in one click via the WIZNESS Publisher.

## 2. Build, Publish and Share Sustainability Reports with the WIZNESS Publisher

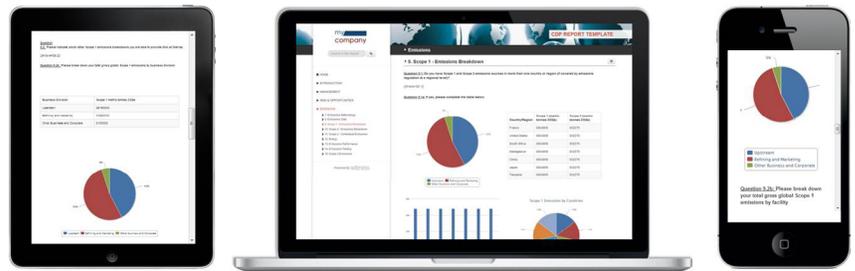
The WIZNESS Publisher provides a simple content management system for creating and publishing entire Sustainability Reports including KPIs, core reporting data as well as features and storytelling. You can import your data from a WIZNESS Application if you're using one, from an excel spreadsheet or directly copy & paste your content from another document.

The Publisher allows you to create individual Sustainability sections and multiple pages within those sections. You can upload images, video and charts and allocate different sections to be shared with specific target audiences, like NGOs, investors, the media, employees or the general public. This publishing platform helps you create sustainability reports that match the needs of an increasingly diverse yet connected set of stakeholders.

WIZNESS FEATURE



The Wizness Publisher has been designed to maximize interaction, sharing and discussion. Each page allows comments and discussions as well as being sharable with social media communities. The Publisher also provides a customizable and adaptable look and feel for viewing report on mobile and tablet devices.



3. Engaging stakeholders with social tools on Wizness.com

Wizness.com is the place where you can create and manage your Corporate Sustainability profile to discuss with your stakeholders.

The network allows you to centralize your Sustainability news from different sources, detail your sustainability strategy and KPIs as well as engage in social discussions with your audience, just like we do with our SMI Community.



# THE TOP 100

	COMPANY NAME	SECTOR	OUT OF 100	2011 POSITION
1	Levi Strauss	Consumer Goods	92	8
	Banco Bilbao Vizcaya			
2	Argentaria S.A.	Financials	91	5
3	eBay	Technology	90	New Entry
4	Danone S.A.	Consumer Goods	89	13
5	General Electric Co	Industrial Goods & Services	89	1
6	Telefónica S.A.	Telecommunications	88	30
7	IBM	Technology	87	2
8	Marks & Spencer Group	Consumer Goods	86	New Entry
9	FedEx Corp	Industrial Goods & Services	86	11
10	Microsoft Corp.	Technology	84	29
11	Renault S.A.	Consumer Goods	84	28
	British Sky Broadcasting			
12	Group PLC	Consumer Services	84	20
13	BNP Paribas S.A.	Financials	82	16
14	Virgin Group	Consumer Services	82	New Entry
15	Nike	Consumer Goods	81	49
16	Schneider Electric S.A.	Industrial Goods & Services	81	56
17	Ford Motor Co.	Consumer Goods	80	3
18	Autodesk	Technology	80	86
19	Sony Corp	Consumer Goods	80	12
20	Coca-Cola	Consumer Goods	79	46

# THE TOP 100

	COMPANY NAME	SECTOR	OUT OF 100	2011 POSITION
21	AT&T	Telecommunications	78	New Entry
22	Kingfisher PLC	Consumer Goods	78	New Entry
23	Acciona S.A.	Industrials	77	59
24	Koninklijke Philips Electronics N.V.	Consumer Goods	77	14
25	Starbucks Corp.	Consumer Services	77	15
26	Whole Foods Market Inc.	Consumer Services	77	33
27	Walmart	Consumer Goods	76	New Entry
28	Novozymes A/S Series B	Health Care	75	19
29	SAP AG	Technology	74	27
30	Cooperative Bank	Financials	74	17
31	Bendigo & Adelaide Bank	Financials	74	42
32	Cisco Systems	Technology	73	55
33	Allstate	Financials	73	34
34	Natura Cosmeticos SA	Consumer Goods	73	40
35	VF Corporation	Consumer Goods	72	7
36	United Parcel Service	Industrial Goods & Services	71	24
37	BT Group PLC	Telecommunications	70	90
38	Accenture	Consulting and outsourcing	70	New Entry
39	Advanced Micro Devices	Technology	70	50
40	Ericsson	Telecommunications	69	64
41	Novo Nordisk	Health Care	69	21
42	Dell Inc.	Technology	69	37
43	Intel Corp	Technology	67	26
44	Lego	Consumer Goods	67	41
45	Pfizer	Health Care	67	New Entry
46	Sodexo S.A.	Consumer Services	67	70

## THE TOP 100

	COMPANY NAME	SECTOR	OUT OF 100	2011 POSITION
47	Iberdrola S.A.	Utilities	66	39
48	Facebook	Technology	66	New Entry
49	General Motors	Consumer Goods	65	New Entry
50	Deutsche Post	Industrial Goods & Services	65	New Entry
51	Allianz SE	Financials	65	6
52	Kimberly Clark	Consumer Products	65	10
53	Alcatel Lucent	Technology	63	51
54	Avon	Consumer Goods	63	48
55	Siemens	Industrial Goods & Services	63	9
56	DuPont	Industrials	61	New Entry
57	Google	Technology	61	New Entry
58	McDonald's Corp	Consumer Services	60	52
59	Campbell Soup Co.	Consumer Goods	59	18
60	Suez Environnement S.A.	Utilities	59	57
61	Unilever PLC	Consumer Goods	59	36
62	Johnson & Johnson	Health Care	58	25
63	AstraZeneca	Health Care	57	69
64	Nestlé S.A.	Consumer Goods	57	60
65	Applied Materials Inc.	Technology	55	47
66	AXA S.A.	Financials	55	67
67	Orange France Telecom	Telecommunications	55	New Entry
68	Hitachi	Technology	55	New Entry
69	Nokia Corp.	Technology	55	53
70	Procter & Gamble Co.	Consumer Goods	54	32
71	Time Warner Cable	Telecommunications	52	New Entry
72	Barclays	Financials	50	80
73	Bayer	Health Care	50	74

# THE TOP 100

	COMPANY NAME	SECTOR	OUT OF 100	2011 POSITION
74	Delhaize Group	Consumer Goods	50	New Entry
75	General Mills	Consumer Goods	50	New Entry
76	Verizon Communications	Telecommunications	50	96
77	GlaxoSmithKline PLC	Health Care	50	New Entry
78	CSX	Industrial Goods & Services	48	New Entry
79	Novartis	Health Care	48	New Entry
80	Waste Management Inc.	Industrial Goods & Services	47	62
81	Ingersoll Rand	Industrial Goods & Services	45	New Entry
82	Monsanto	Industrial Goods & Services	45	New Entry
83	Pirelli & C. S.p.A.	Consumer Goods	43	New Entry
84	Svenska Cellulosa Aktiebolaget	Consumer Goods	43	22
85	Petrobras	Oil and Gas	41	New Entry
86	Sprint Nextel	Telecommunications	41	76
87	Aviva PLC	Financials	40	38
88	EDF	Utilities	40	94
89	Eli Lilly	Health Care	40	New Entry
90	Hewlett-Packard Company	Technology	40	87
91	PG&E Corp	Utilities	40	44
92	Stockland	Real Estate	40	New Entry
93	Wells Fargo	Financials	40	New Entry
94	Sears Holdings	Consumer Goods	39	New Entry
95	Infosys	Technology	37	New Entry
96	TNT NV	Industrial Goods & Services	37	63
97	Centrica	Utilities	35	78
98	Eastman Kodak	Consumer Goods	35	New Entry
99	Alcoa	Industrial Goods & Services	32	79
100	American Express	Financials	31	New Entry

# ABOUT THIS REPORT



This special report is a partnership between SMI and Wizness. The lead author is Matthew Yeomans, director of social media sustainability consultancy, Custom Communication, and co-founder of SMI. He tweets at @mateoy. He can be contacted at [matthew@customcommunication.co.uk](mailto:matthew@customcommunication.co.uk) or by phone at +44 (0)2920341164.



SMI provides intelligence and analysis for business professionals looking to understand the disruptive world of online communication. It publishes news and analysis, special reports and best practice white papers and runs one of the longest-established social media conferences. Take a closer look by subscribing to the SMI weekly newsletter.



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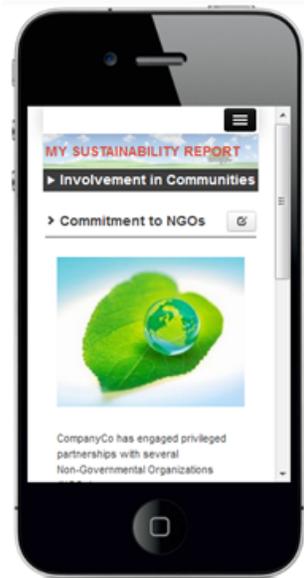
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