Section 1  Introduction

About the study: The RepTrak® model.
The Business Case for Reputation

- RepTrak® Pulse is the core of a company’s reputation and shows how strong the emotional bond is between the company and the public.

Your success as a company relies on people supporting you...

- Customers buying your products...
- Policy makers and regulators giving you a license to operate...
- The financial community investing in you...
- The media reporting on your point of view...
- Employees delivering on our strategy...

For them to **support** you they need to **trust** you.

Trust you as a company that will **deliver on its promises**.

Trust you as a company who has a **good reputation**.
Delivering on Expectations

- The RepTrak® model consists of seven operational dimensions

For your stakeholder to trust you, you need to deliver on their expectations…

They expect you to be leading within 7 key dimensions:

1. Products / Services
2. Innovation
3. Workplace
4. Governance
5. Citizenship
6. Leadership
7. Financial Performance

If you deliver on these 7 dimensions you will be in a situation where each stakeholder will be willing to support you.

How do your stakeholders perceive you on these expectations and what matters most to them?
Why should we care about reputation?

- Getting to bottom-line results

Touch Points
- Direct experience
- What a company communicates
- What others say

Reputation

Behaviour

Business Results
What follows are the results of the RepTrak® Pulse 2015 reputation study conducted in South Africa by the Reputation House.

The reputations of the companies in South Africa were measured via telephonic interviews among a representative sample of the general public in all nine (9) provinces in South Africa. Just over 10 000 ratings collected,[n = 10 547]

Data collection took place in May-June, 2015.

Contact information

For more information about the study please contact:

[Mokgadi Ramogayane] [mramogayane@reputationhouse.co.za]
About This Study

- Significant differences and normative scale

**Significant differences**

In any study based on a sample of the population there is a statistical error in all measurements.

The table below shows the difference needed between two scores before they can be said to be significantly different.

<table>
<thead>
<tr>
<th>Statistical Significance</th>
<th>RepTrak® Pulse</th>
<th>Dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&gt; 3,1</td>
<td>&gt; 6,2</td>
</tr>
</tbody>
</table>

Only score differences that are statistically significant will be shown in this report.

**Normative scale**

Using an extensive database containing results from thousands of studies throughout the world since 1998, Reputation Institute has developed a Normative Scale (in everyday language “The Traffic Light”) that indicates whenever a particular score is high or low when benchmarked against previous studies of a similar character.

- **Excellent/Top tier**: 80+
- **Strong/Robust**: 70-79
- **Average/Moderate**: 60-69
- **Weak/Vulnerable**: 40-59
- **Poor/Low est tier**: <40
Section 2 | Measured Companies

South Africa’s Measured Companies
Companies Measured in 2015

Companies in the running to have the Best Corporate Reputation in the South Africa:

Company Selection Criteria:
Top JSE Listed and other large firms engaged in commercial activities and had a reasonable amount of familiarity with the general public.
Most Visible Companies
- The published companies in South Africa 2015

List of companies
South Africa
[Sorted alphabetically]

<table>
<thead>
<tr>
<th>Company</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABSA</td>
<td>Pick n Pay Holdings</td>
</tr>
<tr>
<td>BP</td>
<td>SAB Miller</td>
</tr>
<tr>
<td>Caltex</td>
<td>Sanlam</td>
</tr>
<tr>
<td>Capitec Bank Holdings</td>
<td>Santam</td>
</tr>
<tr>
<td>Cell C</td>
<td>Sasol</td>
</tr>
<tr>
<td>Edcon Group</td>
<td>Shell</td>
</tr>
<tr>
<td>Engen</td>
<td>Shoprite Holdings</td>
</tr>
<tr>
<td>Escom</td>
<td>Standard Bank</td>
</tr>
<tr>
<td>First Rand_FNB</td>
<td>Telkom SA SOC</td>
</tr>
<tr>
<td>Liberty Holdings</td>
<td>The Foschini Group</td>
</tr>
<tr>
<td>Massmart Holdings</td>
<td>The Spar Group</td>
</tr>
<tr>
<td>Mr Price Group</td>
<td>Total South Africa</td>
</tr>
<tr>
<td>MTN Group</td>
<td>Truworths (International)</td>
</tr>
<tr>
<td>Nedbank Group</td>
<td>Vodacom Group</td>
</tr>
<tr>
<td>Old Mutual Plc</td>
<td>Woolworths Holdings</td>
</tr>
</tbody>
</table>

**South Africa RepTrak® Pulse Average**

- Excellent/Top tier: 80+
- Strong/Robust: 70-79
- Average/Moderate: 60-69
- Weak/Vulnerable: 40-59
- Poor/Low est tier: <40

n= 10,547
### Change in the list of the measured companies: 2014 vs. 2015

- List of companies, South Africa
- [Sorted alphabetically]

<table>
<thead>
<tr>
<th>Company</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABSA</td>
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</tr>
<tr>
<td>BP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caltex</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capitec Bank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cell C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Edcon Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eskom</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Rand_FNB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liberty Holdings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Massmart Holdings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr Price Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTN Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nedbank Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Old Mutual Plc</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pick n Pay Holdings</td>
<td></td>
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<tr>
<td>SAB Miller</td>
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<tr>
<td>Sanlam</td>
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<tr>
<td>Santam</td>
<td></td>
<td></td>
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<tr>
<td>Sasol</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shell</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shoprite Holdings</td>
<td></td>
<td></td>
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<tr>
<td>Standard Bank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telkom SA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Foschini Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Spar Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total South Africa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Truworths</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vodacom Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woolworths</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section 3 | RepTrak® Pulse Results

South Africa’s Most Reputable Companies
RepTrak® Pulse – Top 10

- South Africa - 2014 vs. 2015

### 2014

1. **Woolworths**
   - Score: 74.3

2. **Standard Bank**
   - Score: 68.8

3. **SPAR**
   - Score: 66.9

4. **Pick n Pay**
   - Score: 66.6

5. **MTN**
   - Score: 65.1

6. **Vodacom**
   - Score: 64.8

7. **SASOL**
   - Score: 62.7

8. **ABSA**
   - Score: 61.8

9. **Shoprite Holdings Ltd**
   - Score: 61.6

10. **Old Mutual**
    - Score: 61.4

### 2015

1. **Woolworths**
   - Score: 71.2

2. **Pick n Pay**
   - Score: 70.8

3. **Shoprite Holdings Ltd**
   - Score: 69.0

4. **MTN**
   - Score: 67.5

5. **Mrp**
   - Score: 66.3

6. **FNB First National Bank**
   - Score: 65.7

7. **Vodacom**
   - Score: 64.8

8. **SPAR**
   - Score: 63.7

9. **Standard Bank**
   - Score: 62.2

10. **Capitec Bank**
    - Score: 62.1
RepTrak® Pulse

- South Africa 2015

RepTrak® Pulse Score

South Africa 2015

Woolworths: 71.2
Pick n Pay: 70.8
Shoprite: 69.0
MTN Group: 69.0
Mr Price Group: 67.5
First Rand FNB: 67.5
Vodacom Group: 66.3
Standard Bank: 66.3
Capitec Bank: 64.8
Edcon Group: 64.8
Truworths: 62.2
Nedbank: 62.1
Fresni Group: 61.5
Shel: 61.2
Telkom: 60.4
Engen: 59.9
SABMiller: 57.4
Old Mutual: 57.1
Caltex: 55.4
Liberty Holdings: 55.0
Massmart Holdings: 53.6
BP: 52.8
Cell C: 52.4
Sanlam: 52.3
Total SA: 51.5
Eskom: 46.2
Santam: 40.0

n = 10547

Excellent/Top tier: 80+
Strong/Robust: 70-79
Average/Moderate: 60-69
Weak/Vulnerable: 40-59
Poor/Low est tier: <40

Reputation House is the sole licensed representative of Reputation House’s RepTrak® measurement system and Works Access Limited’s ResoFact™ qualitative research system in South Africa.
Relationship between Pulse Score and Supportive Behaviour

Willingness to Recommend

Reputation House is the sole licensed representative of Reputation House’s RepTrak® measurement system and Works Access Limited’s ResoFact™ qualitative research system in South Africa.
In the Marketplace Just **Two Factors** are at Play

**PRODUCTS**

ENTERPRISE
Who You Are Matters More than What You Do

% Influence on Emotional Bond

ENTERPRISE 65.6%

PRODUCTS 34.4%

South African Companies Overall Pulse
South Africa Drivers

- What drives reputation in South Africa

To win the support and trust of consumers, you have to engage on all 7 dimensions:

- Each of the 7 dimensions account for more than 12% of reputation. So to win you need to excel and communicate about each one.

- The key reputation drivers: Product & Services, Innovation, Financial Performance explain almost 50% of reputation.

- Building a company specific reputation platform across dimensions is the key to success in the reputation economy
Reputation House is the sole licensed representative of Reputation House’s RepTrak® measurement system and Works Access Limited’s ResoFact™ qualitative research system in South Africa.

Changes in South African Reputation Drivers Over Time

- Reputation Drivers Development

![Dimension Drivers Over Time](image)
### Section 4

#### RepTrak® Industry Results

<table>
<thead>
<tr>
<th>Results per Industry:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy</td>
</tr>
<tr>
<td>Financial</td>
</tr>
<tr>
<td>Retail</td>
</tr>
<tr>
<td>Telecommunications</td>
</tr>
</tbody>
</table>
RepTrak® Pulse: Industry Results

- Energy 2015

RepTrak® Pulse Score
Energy Sector: 2015

<table>
<thead>
<tr>
<th>Company</th>
<th>Score</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shell</td>
<td>57.1</td>
<td>321</td>
</tr>
<tr>
<td>Engen</td>
<td>55.7</td>
<td>324</td>
</tr>
<tr>
<td>Caltex</td>
<td>53.6</td>
<td>324</td>
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<tr>
<td>Sasol</td>
<td>53.1</td>
<td>384</td>
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<tr>
<td>BP</td>
<td>52.4</td>
<td>327</td>
</tr>
<tr>
<td>Total South Africa</td>
<td>51.5</td>
<td>350</td>
</tr>
</tbody>
</table>

Excellent/Top tier: 80+
Strong/Robust: 70-79
Average/Moderate: 60-69
Weak/Vulnerable: 40-59
Poor/Low est tier: <40
### RepTrak® Pulse: Industry Results

#### Financial – Banking 2015

<table>
<thead>
<tr>
<th>Bank</th>
<th>RepTrak® Pulse Score</th>
<th>n</th>
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<tbody>
<tr>
<td>First Rand_FNB</td>
<td>65.7</td>
<td>348</td>
</tr>
<tr>
<td>Standard Bank</td>
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<tr>
<td>Capitec Bank</td>
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<td>381</td>
</tr>
<tr>
<td>ABSA</td>
<td>60.4</td>
<td>351</td>
</tr>
<tr>
<td>Nedbank Group</td>
<td>59.9</td>
<td>358</td>
</tr>
</tbody>
</table>

**RepTrak® Pulse Score**

Financial - Banking Sector: 2015

- **Excellent/Top tier**: 80+
- **Strong/Robust**: 70-79
- **Average/Moderate**: 60-69
- **Weak/Vulnerable**: 40-59
- **Poor/Low est tier**: <40
RepTrak® Pulse: Industry Results

- Financial – Diversified 2015

**RepTrak® Pulse Score**

Financial - Diversified Sector: 2015

- **Old Mutual**: 55.0 (n = 357)
- **Liberty Holdings**: 52.8 (n = 332)
- **Sanlam**: 52.3 (n = 362)
- **Santam**: 40.0 (n = 316)

<table>
<thead>
<tr>
<th>Category</th>
<th>Score Range</th>
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<tbody>
<tr>
<td>Excellent/Top tier</td>
<td>80+</td>
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<tr>
<td>Strong/Robust</td>
<td>70-79</td>
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<tr>
<td>Average/Moderate</td>
<td>60-69</td>
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<tr>
<td>Weak/Vulnerable</td>
<td>40-59</td>
</tr>
<tr>
<td>Poor/Low est tier</td>
<td>&lt;40</td>
</tr>
</tbody>
</table>
RepTrak® Pulse: Industry Results

- Retail 2015

RepTrak® Pulse Score
Retail Sector: 2015

- Woolworths: 71.2, n = 378
- Pick n Pay: 70.8, n = 397
- Shoprite: 69.0, n = 365
- Mr Price Group: 66.3, n = 375
- Spar Group: 63.7, n = 357
- Edcon Group: 61.5, n = 352
- Truworths: 61.2, n = 372
- Foschini Group: 57.4, n = 325
- Massmart Holdings: 52.4, n = 337

Excellent/Top tier 80+
Strong/Robust 70-79
Average/Moderate 60-69
Weak/Vulnerable 40-59
Poor/Low est tier <40
RepTrak® Pulse: Industry Results

- Telecommunications 2015

**RepTrak® Pulse Score**

**Telecommunications Sector: 2015**

- **MTN Group**: 67.5 (n = 372)
- **Vodacom Group**: 64.8 (n = 357)
- **Telkom**: 56.4 (n = 369)
- **Cell C**: 52.4 (n = 336)

<table>
<thead>
<tr>
<th>Tier</th>
<th>Score Range</th>
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<tbody>
<tr>
<td>Excellent/Top tier</td>
<td>80+</td>
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<td>Strong/Robust</td>
<td>70-79</td>
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<td>Weak/Vulnerable</td>
<td>40-59</td>
</tr>
<tr>
<td>Poor/Low est tier</td>
<td>&lt;40</td>
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</table>
Section 5

Demographics
Respondent Profile

- South Africa 2015

<table>
<thead>
<tr>
<th>GENDER</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Male</td>
<td>49.0%</td>
</tr>
<tr>
<td>Female</td>
<td>51.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AGE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>10.4%</td>
</tr>
<tr>
<td>25-34</td>
<td>33.6%</td>
</tr>
<tr>
<td>35-44</td>
<td>38.6%</td>
</tr>
<tr>
<td>45-64</td>
<td>17.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROVINCE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Cape</td>
<td>11.6%</td>
</tr>
<tr>
<td>Free State</td>
<td>6.8%</td>
</tr>
<tr>
<td>Gauteng</td>
<td>37.6%</td>
</tr>
<tr>
<td>Kw aZulu Natal</td>
<td>16.8%</td>
</tr>
<tr>
<td>Limpopo</td>
<td>9.6%</td>
</tr>
<tr>
<td>Mpumalanga</td>
<td>7.3%</td>
</tr>
<tr>
<td>North West Province</td>
<td>4.0%</td>
</tr>
<tr>
<td>Northern Cape</td>
<td>1.6%</td>
</tr>
<tr>
<td>Western Cape</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>4.2%</td>
</tr>
<tr>
<td>Medium</td>
<td>65.4%</td>
</tr>
<tr>
<td>High</td>
<td>30.4%</td>
</tr>
</tbody>
</table>
Appendix 2  Methodology

Fielding methodology. Research design. Key analyses and modelling techniques.
Fielding Methodology & Research Design

Qualified respondents are: Adults between 18-64 who reported that they were either “Somewhat Familiar” or “Very Familiar” with one of the companies in the study. Furthermore, respondents who are not able to give valid responses to 3 of the 4 Pulse questions are screened out.

Data collection method: Respondents filled out a 15-20 minute telephonic interview RepTrak® questionnaire designed to measure overall corporate reputation and related questions. The questionnaire used for this research is based on the proprietary RepTrak® model developed by Reputation Institute for analysis of corporate reputations. Data was collected through an established commercial market research firm, member of ESOMAR, using a random sample mobile phone users’ technique to identify respondents. Respondents were randomly assigned to rate up to 5 companies in a Pulse study and 2 companies in a Deep Dive study with which they were familiar.

Fielding period: May-June, 2015

Number of respondents: A minimum of 300 respondents provided ratings per company in the study. Overall ratings obtained for the South African companies = 10,547.

Sample representation: Responses were weighted to represent the national profile on demographics, including age and gender.

Note on Gaps: All Gaps are calculated using exact scores. Occasionally reported gaps appear to differ by 0.1 from gaps calculated between scores with one decimal. This is due to rounding error.

Note on Sample Sizes: All sample sizes reported are based on weighted data. Occasionally the weighting procedure produces a slightly smaller or larger sample size than the unweighted raw data otherwise would.

Note on RepTrak® Pulse Scores: The RepTrak® Pulse is calculated on the basis of the answers from the four variables that measure the respondent’s perspectives and perceptions about the emotional bond felt towards the companies measured i.e. esteem, feeling, admiration and trust (captured in the Pulse score on a 0-100 scale).
Key Analysis & Modeling Techniques

**RepTrak® Pulse Score**

All RepTrak® analyses begin with a single reputation score (the RepTrak® Pulse) that is **decomposed into a set of underlying dimensions and attributes.** The process of decomposition involves application of various forms of multivariate analyses designed to address interdependence and multicollinearity in data obtained from cognitive research. [Please see next Slide for decomposition graphic]

At the core, the RepTrak® Pulse measures reputation consisting of three questions about the emotional appeal of the company and a rating of the “Overall Reputation” of the company. Structural Equation Modelling indicates that these four variables are a reliable indicator of the reputation construct.

- [Company] is a company I have a good feeling about
- [Company] is a company that I trust
- [Company] is a company that I admire and respect
- [Company] has a good overall reputation

Attributes were measured on 7-point scales, where 1 = Strongly Disagree and 7 = Strongly Agree. Results are re-scaled to 100-point scale for easier interpretation.

**Driver Analysis**

The relative contribution of dimensions to the RepTrak® Pulse is calculated from a factor adjusted linear regression modeling procedure. Individual dimension weights range from 0-1, and total to 100%.

To determine drivers of reputation, the weights are developed with a Factor Adjusted Linear Regression:

Factor analysis is used to determine the unique contribution of each attribute to the variance of the RepTrak® Pulse. Equamax rotation is used to assign the factors to the dimensions. It creates an orthogonal structure of uncorrelated variables that allows the regression to be performed without interference from multicollinearity. It is used to maximize interpretation of the final set of regression coefficients.

Linear Regression is run using the Raw Pulse Construct as the dependent variable and the factor scores as the independent variables. Only attributes that were found to be significantly correlated with the reputation (p<0.05) have driver weights assigned.
Key Analysis & Modeling Techniques (Continued)

- How the emotional bond translates to dimensions
Statistical Significance of Results Reported in RepTrak® Projects

Individual responses to questions asked in a survey enable the calculation of various statistical measures, including averages (means) and standard deviations. The greater the number of responses used in calculating an average, the more confident we are about the accuracy of the score. Similarly, the smaller the range of responses made to a specific question, the more confident we are about the score.

Reputation Institute reports scores with a 95% confidence interval in the surveys that we conduct. The interval describes our confidence that, if we conducted the same study repeatedly, 95 times out of 100 the obtained score would lie within the confidence interval. It therefore describes how statistically different a score is likely to be from another score.

If a measure is created from multiple questions, the variation in responses is reduced, and our confidence in the average obtained from the combined questions is higher, thereby shrinking the confidence interval.

The specific formula Reputation Institute therefore uses to calculate a 95% confidence interval around the mean is therefore:

\[
\text{Confidence Interval} = \text{Average Score} \pm 1.96 \times \frac{\text{Average Standard Deviation of Attributes}}{\sqrt{\text{Sample Size} \times \# \text{ of Attributes}}}
\]

Directional Scores

When analyzing subgroups and/or specific and hard-to-reach stakeholders, sample sizes will often have limited power and reliability. As the sample size shrinks, results become directional in nature. At extremely low counts, results become unreliable and are not shown.

In this report low and insufficient counts are denoted as per below:

- *Low counts (<50) – scores are directional (refer to appendix for details on directional scores)
- **Insufficient counts (<30)
Standardizing all Reputation Scores

RepTrak® Scores - Standardized and Comparable

Market research shows that people are inclined to rate companies more or less favorably in different countries, or when they are asked questions directly or online. When asked in a personal interview, for example, it’s known that people tend to give a company higher ratings than when they are asked by phone, or when they are asked to answer questions about the company online. This is a well-established source of ‘systematic bias’. Another source of systematic bias comes from national culture - in some countries, people are universally more positive in their responses than in other countries. In statistical terms, it means that the entire distribution of scores in a ‘positive’ country is artificially ‘shifted’ in a positive direction for all companies, good or bad. The distribution of scores in that country may also be more ‘spread out’ than in another because people have more information and are able to make more subtle differences between companies.

To overcome this systematic bias, Reputation Institute’s policy is to adjust all RepTrak® scores by standardizing them against the aggregate distribution of all scores obtained from the Reputation Institute’s Annual Global RepTrak® Pulse. Standardization has the effect of lowering scores in countries that tend to over-rate companies, and has the effect of raising scores for companies in countries that tend to rate companies more negatively.

Two adjustments are made for every RepTrak® Score

Reputation Institute uses its cumulative database of RepTrak® Pulse scores about reputation scores internationally to carry out two adjustments:

Country Adjustment: All scores derived from surveys are standardized by subtracting the country mean and dividing by the standard deviation of all known scores previously obtained in that country. In statistical terms, this adjustment ‘normalizes’ the distribution of scores in the country to a mean of 0 and a standard deviation of 1, producing a ‘z-score’ for the observation.

Global Adjustment: The ‘z-score’ obtained on the country level is then used to determine the globally adjusted score. In order to do this, the results are scaled back by multiplying each company’s score by the global standard deviation and adding back the global mean. The resulting number is the globally adjusted score.

As additional global research comes in, Reputation Institute regularly updates the country and global distributions that are used to create our standardized RepTrak® scores. All RepTrak® results are therefore comparable across industries, countries, and over time.
**About Reputation Institute**

**Reputation Institute** is the world's leading reputation management consultancy, enabling leaders to make more confident business decisions that build and protect reputational capital and drive competitive advantage.

Independently owned and founded in 1997, we operate in 30 countries.

Our **Global RepTrak® Pulse** is the world's largest reputation study. Measuring more than 2000 companies from 25 industries across 40 countries, the study provides key insights into what drives perceptions and how they influence marketplace behaviour. RepTrak® Pulse provides powerful global benchmarking for tracking corporate reputations in industries and countries around the world, and serves as the basis for continued thought leadership in the field of reputation management.

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**Knowledge**
- Publication
- Conferences
- Training

**Research**
- Information
- Analysis
- Presentation

**Advice**
- Insight
- Strategy
- Activation