

# APPROACHING THE FUTURE 2022

TRENDS IN REPUTATION  
AND INTANGIBLE ASSET  
MANAGEMENT

## EXECUTIVE SUMMARY

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## PRESENTATION LETTER

# PURPOSE, RESPONSABLE LEADERSHIP, AND REPUTATION IN THE STAKEHOLDERS CAPITALSIM ERA

**Approaching the Future 2022 is the seventh consecutive edition of this annual study, which has established itself as an essential tool for analysing the biggest global trends in reputation and intangible asset management influencing the business agenda.**

In this latest edition, we observe how, after the impact of the pandemic, organisations are redefining their priorities respond to a reality in full transformation characterised by social and economic instability generated, to a large extent, by the war in Ukraine, growing social inequality, and the climate emergency. In the face of this uncertain and unstable reality, the answer seems clear: there is a glaring need to advance in the activation and implementation of corporate purpose and in the promotion of responsible leadership. These two trends lead to the priorities ranking in this edition. They have been prioritised in response to urgent challenges and the need to impact the environments in which companies operate positively.

The results of the study show that organisations are increasingly aware of their role as drivers of change, and therefore the main conclusion of this year's report is that the consolidation of purpose is a key pillar in the transformation of organisations.

Corporate purpose has been reported as the most relevant trend for professionals, and it is also the area in which the most efforts and resources are being devoted. Almost half of consulted organisations, 48.2% to be precise, are working on this trend, a significant increase compared to the 35.7% reported last year.

Since the first edition of Approaching the Future in 2016, the development of purpose has been identified as a solution to the need for a more conscious, better governed, socially, and environmentally responsible and sustainable business models. Six years on, we take an in-depth look at how the role of corporate purpose is evolving

into a transformational asset that facilitates new ways of operating in a context marked by increasing social and regulatory demands.

Whereas last year organisations were prioritising areas related to adapting to the context of the pandemic. In 2022, alongside purpose and responsible leadership, more strategic long-term trends such as the management and promotion of diversity, equity and inclusion, as well as ESG metrics and sustainability reporting, have gained relevance. Rising eight and five places respectively in the ranking of priorities for organisations as compared to last year's results. To this effect, ethics and corporate governance have also climbed up four places in the relevance ranking, and these issues are now included in the top 5 priorities for 2022. This growth is also observed with the 2030 Agenda, which, despite being reported as less relevant in 2021, has now risen four places in the ranking.

Throughout the study, we also delve into the main areas of work and the challenges professionals face in driving these trends. Of particular note in 2022 is the need for and the efforts being made to integrate intangibles as a strategic component of business management, from the development of reputation



metrics and the consolidation of perception models and indicators to the linking of reputation and ESG performance to senior management remuneration systems.

It is worth noting that, among the 16 trends identified in this edition as defining the present and future of intangible asset management, two new issues have emerged: building stakeholder trust and CEO reputation. In the new context of stakeholder capitalism, where the key to success is the generation of long-term value for all stakeholders, trust is crucial for gaining and extending the licence to operate and strengthening social and relational capital. Moreover, the leadership role of company executives is also imperative, as it embodies the positioning of organisations in the public domain and on issues of general interest.

Approaching the Future moves each year towards a more international and in-depth analysis, enabling us to understand the implications of intangible asset management trends within organisations, both now and in the coming years. In 2022 we have counted on the participation of more than 600 professionals from 55 countries, as well as the cooperation of a wide network of 32 collaborating entities that have supported us in the dissemination of the study around the world.

In addition, the study incorporates social foresight studies on trends provided by Punto de Fuga, as well as an analysis of conversations and trends in digital ecosystems undertaken by Corporate Excellence - Centre for Reputation Leadership's Chair for the Innovation of Metrics and Management of Intangibles and the Centre for Applied Social Research (CISA) of the University of Malaga. We have also counted on the collaboration of a panel of nine experts with extensive experience in reputation, branding, sustainability, ethics and transparency, who contributed their knowledge and vision of the future to this study.

The wide variety of approaches included in this study has rendered Approaching the Future a unique guide that enables organisations to understand the trends with the most significant impact on the business plan from various perspectives. And above all, this report provides organisations with the proper decision-making tools to integrate reputation and intangible asset management into their organisations. It offers a wealth of knowledge that helps organisations move towards new business models that incorporate intangible capital as an essential and decisive component of creating long-term value and guaranteeing the social licence to operate.

We hope that this new edition will contribute to advances in the transformation of organisations to build together new models of leadership that are more resilient, that generate stakeholder trust and commitment, and that enable organisations to integrate reputation, sustainability, transparency, and ethics as key pillars for the management for the future of companies.



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**2022**

**APPROACHING THE FUTURE**

TENDENCIAS EN REPUTACIÓN  
 Y GESTIÓN DE INTANGIBLES



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# APPROACHING THE FUTURE 2022 HAS IDENTIFIED A TOTAL OF 16 KEY TRENDS FOR THE PRESENT AND FUTURE OF ORGANISATIONS



**IN ADDITION, THE REPORT TAKES A CLOSER LOOK AT THE ...**



**MOST RELEVANT TRENDS FOR ORGANISATIONS**



**TRENDS ORGANISATIONS ARE WORKING ON THE MOST**



**TRENDS BEING DISCUSSED THE MOST IN DIGITAL ECOSYSTEMS**

## MOST RELEVANT TRENDS FOR ORGANISATIONS

In 2022, there is a greater awareness of the importance of the role of organisations as responsible and transformative agents in their environment, as the ranking of priorities is led by issues related to the values and raison d'être of organisations.

### RELEVANCE RANKING 2022

RANKING 2022	TREND	EVOLUTION AS COMPARED TO 2021 RANKING
1	Corporate purpose	+4
2	Responsible leadership	=
3	Digitalisation	+3
4	Diversity, equity and inclusion	+8
5	Corporate governance and ethics	+4
6	Reputation and reputational risk	-3
7	Communication and publicity	+1
8	Stakeholder trust	NEW
9	The 2030 Agenda	+4
10	ESG metrics and reporting	+5
11	Future of work	-7
12	Cybersecurity	-5
13	Brand activism	-3
14	CEO reputation	NEW
15	Climate change	-4
16	Sustainable investment	-2

#### LEVEL ONE RELEVANCE

This first level includes trends related to the leadership role of organisations as catalysts for change. Purpose and responsible leadership are most relevant; followed by strategic issues that have arisen as a result of business and social demands such as digitalisation, the driving of diversity, equity and inclusion, and corporate governance.

#### LEVEL TWO RELEVANCE

This level includes key issues for obtaining and expanding the license to operate and for strengthening and protecting social and relational capital with stakeholders, such as reputation and reputational risk management, corporate communication, and the building of stakeholder trust.

In addition, this level also includes key issues related to the management and enhancement of sustainability, such as the 2030 Agenda and ESG metrics and reporting.

#### LEVEL THREE RELEVANCE

Finally, among the trends that are reported as being relatively significant by professionals are issues such as adapting to the future of work, cybersecurity and aspects related to the public positioning of organisations, such as the CEO's reputation and the promotion of activist brands.

The lowest ranking trends in terms of priorities are both related to sustainability: climate change and ESG fundraising and investment.

**There is an increasing awareness of the pivotal role of companies as responsible and transformational agents in their environment.**

# KEY FINDINGS

**#1 Purpose is the most relevant trend for professionals and the trend they are working on the most.** 48.2% of organisations are making progress in this area, especially through the integrating of purpose into strategy and decision-making processes (55.4%). The main challenge they face is being able to demonstrating the impact of purpose on business (34.7%).

**#4 42.8% of companies are working to drive inclusive, equitable and diverse growth.** This trend has increased significantly compared to the results in 2021, rising eight places in the relevance ranking. The implementation of equality and diversity plans is the main initiative in which organisations are making progress (46.5%). The biggest challenge in this area is the need to demonstrate the impact of these policies on business (30.9%).

**#7 Communication management is being prioritised by 41.7% of organisations.** 38.5% say they are making progress in developing new publicity and communication formats and content, whilst the biggest challenge for 34.5% of professionals is implementing measurement models to test their effectiveness.

**#10 ESG reporting and metrics have become more relevant, rising 5 places in the global ranking.** 26.6% of companies are working on this trend as a priority, almost twice as many as in 2021 (13.5%). Professionals say they are making progress in establishing and measuring ESG metrics (33.3%), a task that is more difficult due to the challenge of getting these indicators to reflect the impact of ESG management on business (29.1%).

**#13 Fewer organisations are prioritising working on developing brand activism, with this figure dropping to 17.8%.** Companies moving forward with this vision are implementing actions to embed their purpose and values in their brand (33.5%) and encourage the creation of sustainable products (30.1%). Key challenges include defining brand positioning in the face of controversial issues (22%).

**#16 9.9% of organisations are currently developing sustainable investment and fundraising projects, dropping by 5.4 points compared to 2021.** In this regard, companies prioritise the communication and showcasing of their progress on ESG issues (33%), although they face the challenge of measuring and managing the impact of their sustainable investment products on business (24.5%).

**#2 42.3% of organisations are defining more responsible leadership models.** This is the second most relevant trend for professionals, who say they are working on long-term value creation (45%), although they face challenges such as convincing their leaders (29.6%) and reconciling the interests and expectations of stakeholders with those of the company (29.6%).

**#5 Corporate governance and ethics have increased in relevance, rising four places in the ranking of priorities. 48.9% of organisations are now focusing their efforts on this trend.** The main actions being undertaken in this area relate to the implementation of codes of conduct (39.2%), while the key challenge is aligning remuneration systems with ESG performance (18.3%).

**#8 Stakeholder trust management is one of the new trends for 2022.** 35.5% of organisations are committed to strengthening stakeholder trust, mainly through actions for fostering dialogue (52.5%). Among the main challenges in this area is the management and measurement of reputational impact (38.4%).

**#11 Three out of ten organisations (29.9%) are working on developing new ways of working.** This trend has experienced the most significant drop in the ranking of global priorities (falling 7 places). Still, it has the highest presence in terms of the volume of conversations in digital ecosystems. Among the main actions promoted in this area, the most notable is the development of hybrid models that combine face-to-face and online work (48.9%) and the implementation of remote working models. The main challenge is to reduce barriers between areas and departments (31.3%).

**#14 19.6% of companies are working on managing the reputation of their CEO,** an emerging trend in 2022 that professionals are addressing by increasing the public and institutional projection of their leaders (30.1%) and by managing their reputation on social media platforms (26.3%). The biggest challenge in driving this area forward is the measurement of CEO reputation (30.1%).

**#3 Digitalisation is the third most relevant trend, but the second most important area in which organisations are working.** Especially, in the areas of the digitalisation of processes (58.3%) and commercial offers (39.4%). Professionals indicate that the biggest challenges are operational difficulties encountered in the digitisation of processes (33.3%), and employee training in digitisation skills (32.5%).

**#6 More than a third of organisations (34%) are actively managing their reputation.** The primary areas to focus on are incorporating reputational risk into overall risk models (28.2%), and designing and implementing strategies for reputational improvement (25.9%). Professionals indicate that the biggest challenge is being able to demonstrate the impact of reputation on business (31%).

**#9 The contribution to the 2030 Agenda has risen four positions in the ranking of priorities for organisations.** There is an increase in the number of organisations making progress in this area (29.5%), 4.4 points more than in 2021. The objective of companies in this regard is to align their business and sustainability strategies with the SDGs (44.1%), and their biggest challenge is measuring their progress towards these goals (27.1%).

**#12 The development of ethical and secure technology is a key area of work for 20.7% of organisations.** To achieve this, companies are focusing on investing in the development of safety and security systems (39%), with this also being the biggest challenge (25.4%) for professionals.

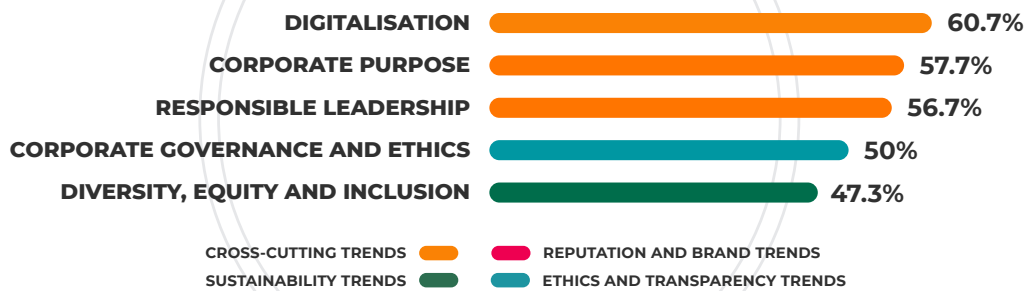
**#15 There is a decrease of more than 8 points in the proportion of organisations focusing on climate change.** Only 17.7% are working on this trend, with a focus on the implementation of emission reduction plans with measurable targets (40.7%). In turn, this is the biggest challenge for 20.7% of professionals.

	CROSS-CUTTING TRENDS		REPUTATION AND BRAND TRENDS
	SUSTAINABILITY TRENDS		ETHICS AND TRANSPARENCY TRENDS

## TREND RELEVANCE BY REGIONS

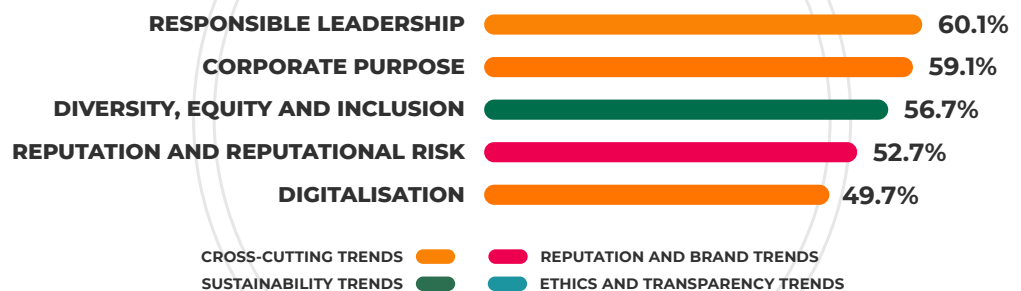
Digitalisation is the most relevant issue for European professionals, where the trend leads by more than 11 points as compared to their counterparts in Latin America (fifth place). For Latin American professionals, responsible leadership is the most relevant issue (third in the European ranking and second in the global ranking)

### TOP 5 RELEVANT TRENDS FOR THE ORGANISATIONS IN EUROPE



Source: Approaching the Future 2022

### TOP 5 RELEVANT TRENDS FOR ORGANISATIONS IN LATIN AMERICA



Source: Approaching the Future 2022

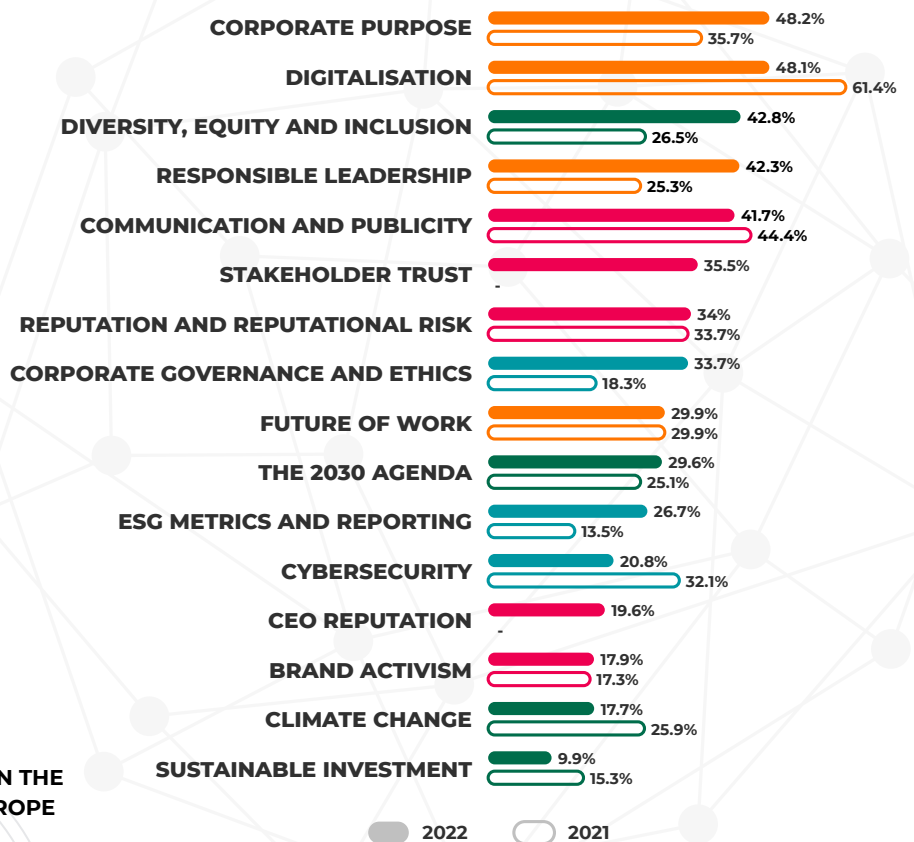
# TRENDS ORGANISATIONS ARE WORKING ON THE MOST

The trend which organisations claim to be working on the most is corporate purpose, which has also been identified as being the most relevant trend. Whilst 35.7 % of institutions were making progress with their purpose in 2021, in 2022 this figure has risen to 48.2 %.

Similarly, digitalisation also stands out as a key area being worked on by organisations, holding second position in the ranking.

In the next level of priorities, issues such as diversity and responsible leadership stand out, with an increase compared to the previous year, and communication and publicity, which remains at a similar level as compared to 2021. Moreover, around 3 out of 10 professionals claim to be making progress on issues related to trust management, reputation, and corporate governance and ethics.

## TRENDS BEING WORKED ON THE MOST BY ORGANISATIONS



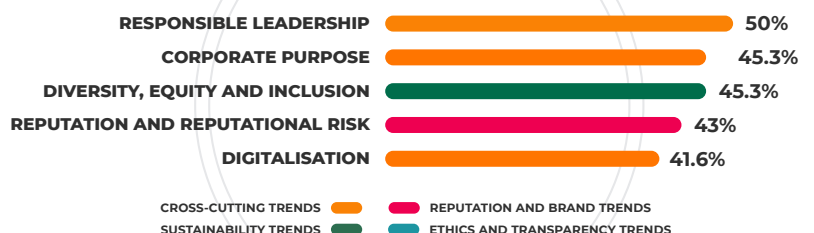
Source: Approaching the Future 2022

## TOP 5 TRENDS BEING WORKED ON THE MOST BY ORGANISATIONS IN EUROPE



Source: Approaching the Future 2022

## TOP 5 TRENDS BEING WORKED ON THE MOST BY ORGANISATIONS IN LATAM



Source: Approaching the Future 2022

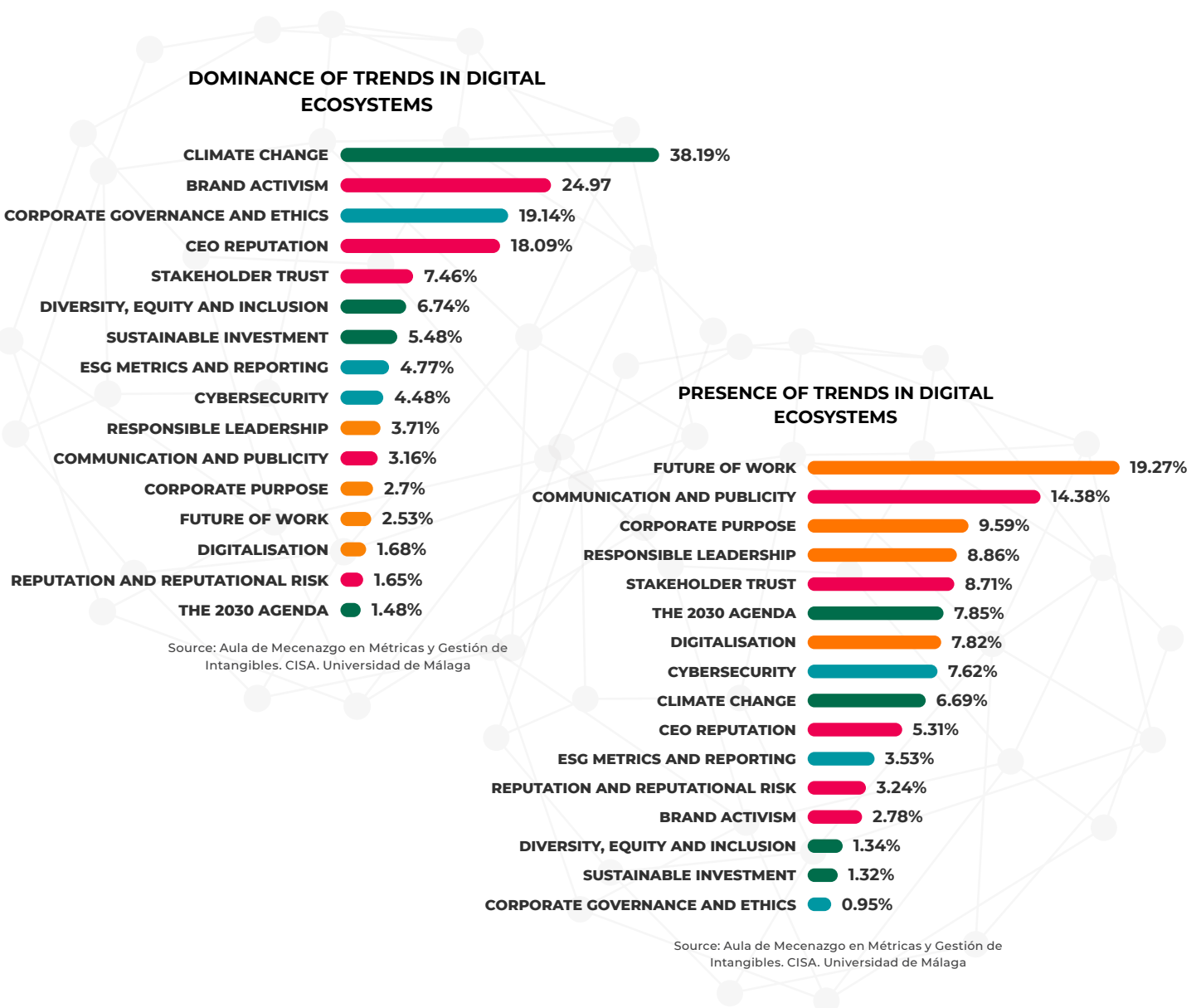


## KEY TRENDS IN DIGITAL ECOSYSTEMS

In 2022, the analysis of digital ecosystems has focused on two variables: the level of dominance of a discourse by influencers, and the presence of trends by volume of related communications.

To this effect, conversations related to climate change, brand activism, ethics and good governance, and CEO reputation are dominated by large influencers who impact high volumes of the population with their content.

In terms of presence, this year there is a greater volume of communications related to the future of work, which in the previous edition of the study was in second place in terms of levels of presence on these channels. This is an aspect that, although relevant for citizens, falls in relevance on the map of key priorities for organisations in 2022. The second trend with the highest presence is related to communication and publicity, which is notably relevant as compared to results from 2021.



## CROSS-CUTTING TRENDS



**PURPOSE IS CONSOLIDATED AS A TRANSFORMATIONAL MODEL**



**NEW RESPONSIBLE LEADERSHIP MODELS FOR STAKEHOLDER CAPITALISM**



**TOWARDS THE CREATION OF HYBRID DIGITAL SYSTEMS**



**A TURNING POINT IN THE FUTURE OF WORK**



### PURPOSE IS CONSOLIDATED AS A TRANSFORMATIONAL MODEL

Purpose is **the most relevant trend for professionals, rising four places as compared to the 2021 ranking**. These results demonstrate the consolidation of corporate purpose a proven pillar of success and sustainability for companies.

Moreover, this is **the trend that organisations are working on the most (48.2%)**. To this end, 55.5% are integrating purpose into strategy and decision-making processes, while 43.5% are working to align purpose with brand positioning and corporate communication.

Top challenges include **demonstrating the impact of purpose on business (34.7%)**, followed by promoting employee engagement and aligned employee conduct (27%) and embedding purpose in remuneration policies (26.4%).



### NEW RESPONSIBLE LEADERSHIP MODELS FOR STAKEHOLDER CAPITALISM

A context such as the current one, marked by uncertainty and constant transformation, requires new forms of leadership that generate trust and commitment to the environment. This is why **responsible leadership remains one of the key issues driving the business agenda**.

**42.3% of organisations say they are working on defining more responsible leadership models**. To achieve this, professionals say they are focusing on long-term value creation (45%), fostering commitment to ethical values and integrity (36.5%), and raising awareness among leaders in order to develop a more proactive and responsible leadership style with stakeholders (30.4%).

Three challenges related to this trend – as reported by 29.6% of professionals - stand out: convincing leaders to adopt a proactive and responsible leadership style towards stakeholders; reconciling the interests of different audiences with those of the company; and proactively integrating stakeholder needs and expectations into business management through the use of perception measurement mechanisms.



### TOWARDS THE CREATION OF HYBRID DIGITAL SYSTEMS

The development of digitalisation continues to grow and transform organisations: **48.1% of companies are working on the digitalisation of their processes and the development of technology**, making it the second most advanced trend this year.

Among the main actions promoted, projects related to digital transformation at a structural level stand out: the digitalisation of processes (58.3%) and commercial offers (39.4%) and employee training in new technological skills (33.6%).

Organisations are facing multiple complex challenges in relation to digital transformation: **more than a third of surveyed professionals identified up to four challenges that they believe their organisations need to address**. Issues they are already working on, such as operational difficulties in the digitalisation of processes (33.3%) and employee training in this area (32.5%), are identified as the main challenges.

## CROSS-CUTTING TRENDS



### A TURNING POINT IN THE FUTURE OF WORK

**Three out of ten organisations (29.9%) are working on the development of new ways of working.** 37.2% of professionals identify the future of work as a key issue for their company. However, this is the lowest trend in the overall relevance ranking (-7 places).

Among the main actions carried out, 48.9 % of organisations are making progress in **developing hybrid models that combine face-to-face and online work, as well as in implementing remote working models.** They are also making progress in other related actions such as **digitising and automating processes** (31.8%).

Globally, companies identify the ability to promote parallel systems and methodologies that foster collaboration and internal knowledge sharing as key challenges for new hybrid working models. Therefore, **the first challenge for companies in this area is to break down barriers between areas and departments** (31.3%), followed by the development of new procedures for collaboration with other teams and suppliers (21.5%).

## REPUTATION AND BRAND TRENDS



**REPUTATION MANAGEMENT AS A DRIVER OF EXCELLENCE AND RESILIENCE**



**COMMUNICATION IN THE MIDST OF TRANSFORMATION**



**REINFORCING STAKEHOLDER TRUST IN ORGANISATIONS**



**CEO REPUTATION IN A CONTEXT OF POLARISATION**



**BRAND ACTIVISM: BRANDS AS AGENTS OF SOCIAL CHANGE**



### REPUTATION MANAGEMENT AS A DRIVER OF EXCELLENCE AND RESILIENCE

An increasing number of organisations are working on reputation management, representing **34% of organisations in 2022**.

The primary areas of focus for this are **incorporating reputational risk into overall risk models (28.2%)**, designing and implementing strategies for reputational improvement (25.9%), and the use of models for measuring reputation (25.5%).

The challenges for organisations related to the management and integration of reputation as a business asset. **31% of professionals consider the ability to demonstrate the impact of reputation on business to be a challenge**. In addition, key challenges such as measuring reputation (29.6%) and the implementation of reputation management and governance models (19.5%) stand out.



### COMMUNICATION IN THE MIDST OF TRANSFORMATION

Communication management continues to be among the top ten key issues for organisations in 2022. This is indicated by **44.4% of professionals, who agree on the relevance of this issue. As a result, up to 41.7% report that their company is working intensively in this area**.

In the last year, communication has evolved towards increasingly digital formats. Up to **55.8% of professionals say that they are working on boosting digital communication and social network presence**. In addition, 38.5% say they are making progress in the development of new publicity and communication formats and content. Furthermore, 35.6% say that their organisation is working on boosting internal communication.

According to **34.5% of organisations, the main challenge in this area is the implementation of measurement models** that make it possible to understand the effectiveness of communication. In line with this, the second biggest challenge is demonstrating the strategic impact of communication on business (28.8%).



### REINFORCING STAKEHOLDER TRUST IN ORGANISATIONS

Stakeholder trust management is one of the new trends included in this year's edition, incorporated after analysing that active listening and dialogue with the environment are increasingly being perceived as a priority. These actions allow companies to **offer solutions that make it possible to strengthen their social capital and establish long-term relationships based on stakeholder trust**.

**35.5% of organisations are committed to strengthening stakeholder trust**, mainly through actions for fostering stakeholder dialogue (52.5%).

**Measuring both reputational impact and stakeholder perceptions and expectations** are two relevant areas for professionals, who report that their organisations are working on trust management. Furthermore, they also identify these areas as being the biggest challenges for progress in this field, with scores of 38.4% and 33%, respectively.

## REPUTATION AND BRAND TRENDS



### CEO REPUTATION IN A CONTEXT OF POLARISATION

CEO reputation management is an emerging trend in this edition of the study, with **19.6% of surveyed companies reporting that they are working on it as a priority**. Most notably, organisations are focusing on increasing the public and institutional projection of their CEOs (30.1%) and on managing the CEO's reputation on social media (26.3%).

Despite awareness of the importance of the CEO's contribution to corporate reputation, data suggest that this area is still developing. This is illustrated by the fact that only 28.8% of professionals believe that their CEO is committed to managing their own reputation.

In addition, **only 16% of professionals believe that their CEO promotes values related to social, economic and political trends**. Key challenges they face include measuring CEO reputation (30.1%) and translating said metrics into business impact indicators (21.2%).



### BRAND ACTIVISM: BRANDS AS AGENTS OF SOCIAL CHANGE

Despite signs of growth of brand activism, currently only 17.8% of professionals report that their organisation is working on this trend.

Among the brands moving forward with an activist vision, there is a special effort to implement actions that transform the meaning and value proposition of brands, for example, by **incorporating the company's purpose and values into the brand** (33.5%); **encouraging the creation of products with a sustainable social and environmental impact** (30.1%); and **including social and environmental attributes in brand positioning** (25.4%).

Among the main challenges for brand activism, professionals primarily highlight the **definition of brand positioning in the face of controversial issues** (22%), and the creation of sustainable products (19.7%).

## SUSTAINABILITY TRENDS



**INCLUSIVE, EQUITABLE AND DIVERSE GROWTH: A GLOBAL CHALLENGE**



**THE 2030 AGENDA: ROADMAP TOWARDS SUSTAINABILITY**



**THE CLIMATE EMERGENCY: A PRIORITY FOR COMPANIES?**



**THE FUTURE OF INVESTMENT FOR SUSTAINABLE DEVELOPMENT**



### INCLUSIVE, EQUITABLE AND DIVERSE GROWTH: A GLOBAL CHALLENGE

42.8% of surveyed companies report that they are currently working to drive inclusive, equitable and diverse growth, almost double the figure reported last year (26.5%). Moreover, this trend is one of the highest in the relevance ranking for professionals: up to eight positions compared to 2021.

Companies are **focusing their efforts on actions such as implementing equality and diversity plans** (46.5%), enhancing internal communication to promote equality and diversity values (33.6%), and implementing work-life balance policies (30.3%).

However, there are still difficulties with measuring inclusive growth in organisations: **30.9% of respondents highlight the need to demonstrate the impact of such policies on the business**. The second challenge mentioned is implementing remuneration policies to **measure and reduce the pay gap**, (20.7%) and, aligning diversity and inclusion policies with remuneration systems (19.8%).



### THE 2030 AGENDA: A ROADMAP TOWARDS SUSTAINABILITY

Whereas in 2021, the topic of the 2030 Agenda experienced a decline, in this edition, the trend rises four places in the ranking of priorities, demonstrating the momentum of organisations in this area.

In addition, the contribution of organisations to the 2030 Agenda has also **increased in this edition in terms of resources and efforts, rising to 29.5% of companies making progress on this issue** (+4.4 points as compared to 2021).

To address the Sustainable Development Goals (SDGs), professionals report that they are working on **aligning business and sustainability strategies with the SDGs** (44.1%), joining international initiatives related to the SDGs (26.7%), and developing external SDG communication programmes (25.9%).

**Measuring progress relating to the achievement of these goals remains a challenge for companies, according to 27.1% of professionals**. Other challenges relate to incorporating the 2030 Agenda into business: aligning SDG progress with executive and employee remuneration policies (25.1%) and integrating the SDGs into risk management strategies (23.1%).

## SUSTAINABILITY TRENDS



### THE CLIMATE EMERGENCY: A PRIORITY FOR COMPANIES?

The percentage of organisations currently making progress on climate change has dropped from 25.9% in 2021 to 17.7% in 2022.

Among the companies making efforts to respond to the climate emergency, the main actions being undertaken related to the adoption of practical approaches, such as **the implementation of emissions reduction plans or strategies with measurable targets (40.7%)**. Companies are also working on **promoting renewable energies (38.7%)** and implementing waste reduction and management plans with measurable targets (32%).

Despite the progress being made by companies in implementing strategies to **reduce their emissions, this is still the primary persistent challenge** reported by 20.7% of surveyed professionals.

Promoting the use of renewable energies (18.7%) is also among the biggest challenges, although this is the second most relevant trend that they are working on, as well as the integration of environmental criteria in the contracting of suppliers (18 %).



### THE FUTURE OF INVESTMENT FOR SUSTAINABLE DEVELOPMENT

Further to this edition's consultation with executives and professionals, we concluded that only 9.9% of organisations are working on investing in and raising sustainable funds. Within these organisations, the focus is currently on **communicating and highlighting their progress in sustainability and ESG aspects**, according to 33% of professionals.

Secondly, we find **progress on the measurement and business impact of sustainable investment products (25.5%)**, followed by progress in defining and creating products in line with sustainability criteria (21.3%).

Sustainable investment regulation is another high priority for organisations: 20.2% to the regulatory framework - a challenge for 18.1% of organisations. However, **the biggest challenge for 24.5% of professionals is measuring and managing the business impact of sustainable investment products**, as well as developing monitoring systems for non-financial reporting and the communication of ESG developments (20.2%).

## ETHICS AND TRANSPARENCY TRENDS



**GOOD GOVERNANCE AND ETHICS ARE BEING CONSOLIDATED INTO ADMINISTRATIVE BOARDS**



**REGULATION IS DRIVING TRANSPARENCY IN SUSTAINABILITY REPORTING**



**CYBERSECURITY IS THE GREAT CHALLENGE OF THE DIGITAL WORLD**



### GOOD GOVERNANCE AND ETHICS ARE BEING CONSOLIDATED INTO ADMINISTRATIVE BOARDS

Corporate governance and ethics are perceived by organisations as being more relevant as compared to 2021, rising by four positions. It is worth noting that **this increased relevance has been consistently reported by all dimensions of consulted companies.**

In total, **48.9% of companies report that they are working on integrating ESG criteria into their administrative boards.** Within this trend, **39.2 % of companies are working on implementing of ethical codes of conduct.** Professionals also point to employee and management training (28.8%) and the promotion of internal whistleblowing channels (23.2%) as the second and third key areas of work.

The biggest challenges reported by professionals relate to the **aligning of remuneration systems with ESG performance** (18.3%), a challenge that only 4.6% of organisations are currently working on. In addition, **the integration of stakeholder expectations into the decision-making process** (17.3%) has been identified as the second biggest challenge.



### REGULATION IS DRIVING TRANSPARENCY IN SUSTAINABILITY REPORTING

As a result of increasing regulation in this area, **ESG reporting and metrics have increased in relevance more than any other trend in 2022** (+5 positions in the ranking compared to 2021).

26.6% of surveyed companies claim to be working on developing sustainability metrics and reporting as a priority, **almost double the figure reported in 2021** (13.5%).

Among the main areas of action, **33.3% of professionals indicate that they are working on establishing and measuring ESG metrics,** and 23.2% claim that they are adopting international reporting standards and regulations. The focus is on obtaining senior management commitment to metrics and their management within the company (23.2%).

Among the challenges reported, professionals highlight the need to **demonstrate the impact of ESG criteria on business** (29.1%), as well as the establishment and measurement of sustainability metrics (21.1%).



## ETHICS AND TRANSPARENCY TRENDS



### CYBERSECURITY IS THE GREAT CHALLENGE OF THE DIGITAL WORLD

**20.7% of surveyed organisations are working on the ethical and secure implementation of technology as a priority.**

To this end, professionals are seeking to anticipate risks and possible security breaches related to new technologies: **investment in the development of protection and security systems is the area most highlighted** by 39% of organisations, followed by the integration of technological and cybersecurity risks into the risk system (36.7%). In addition, 31.6% of companies are also working on the development and implementation of crisis plans for cyber-attacks and data breaches.

Despite being the area that they report to be working on the most, professionals also identify **investment in the development of protection and security systems as the biggest challenge they need to address** (25.4%). Similarly, the integration of cybersecurity and technological risks into the overall risk system and the development of crisis plans for cyber-attacks are also key risks, according to 20.9% of professionals

## STUDY METHODOLOGY

*Approaching the Future* is an annual report created by **Corporate Excellence - Centre for Reputation Leadership** and **CANVAS Estrategias Sostenibles**, in collaboration with worldwide partner Global Alliance. The report identifies and analyses trends that define the present and future of intangible asset management, with particular focus on reputation, brand, sustainability, ethics, and transparency.

To create the report, a methodology was used which combines qualitative and quantitative data to provide a triple vision of trends: 1) the perspectives of experts relating to the future of business management; 2) the vision of companies and organisations through the consultation of professionals; 3) the views of society based on the analysis of conversations in the digital ecosystem.



We analysed **400 international secondary sources**.



We surveyed **626 professionals from 55 countries** in collaboration with a wide network of international organisations.



We interviewed **9 renowned experts** to obtain a deeper perspective on the present and future of trends



We integrated the qualitative analyses of Punto de Fuga's **social foresight studies**.



We analysed the results **globally**, as well as by geographic region, with particular focus on **Europe and Latin America**.



We used Artificial Intelligence (AI) and algorithms to analyse social conversations on online networks, digital news platforms, official media websites and specialised forums. This was made possible thanks to advances in this field driven by the Chair of Metrics and Management of Intangibles and the Centre for Applied Social Research (CISA) at the University of Malaga.



We obtained data from both large companies (more than 500 employees) and small companies (fewer than 500 employees), in order to extract specific results according to company type.

All these aspects make *Approaching the Future* the most comprehensive study of trends in reputation and intangible asset management in the world.

PHASE I: IDENTIFYING TRENDS

Analysis and forecasting

We analysed **400** international secondary sources and incorporated social foresight studies from Punto de Fuga.



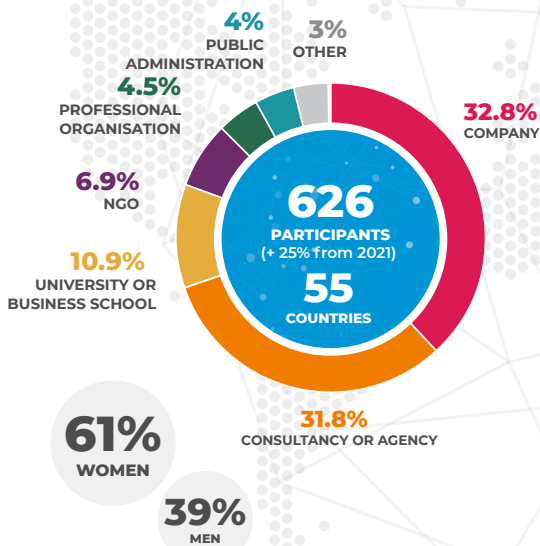
Expert vision



PHASE II: TREND ANALYSIS

Vision of Professionals

Consultation (online survey) with executives and professionals



Vision of Society

Analysis of online conversations from social networks, news aggregators, official media websites and specialised forums, collected by means of algorithms and artificial intelligence (AI).

**574,698** ANALYSED CONTENT SAMPLES

Of a total of 5,847,397 communications relating to the themes included in the study

**3** ANALYSIS VARIABLES

PRESENCE SENTIMENT DOMINANCE

**NEW 2022**  
 INTEGRATION OF POSITIVE AND NEGATIVE WORD CLOUDS FOR EACH TREND



**2022**  
**APPROACHING THE FUTURE**  
 TRENDS IN REPUTATION AND  
 INTANGIBLE ASSET MANAGEMENT



Access *Approaching the Future 2022* report at  
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