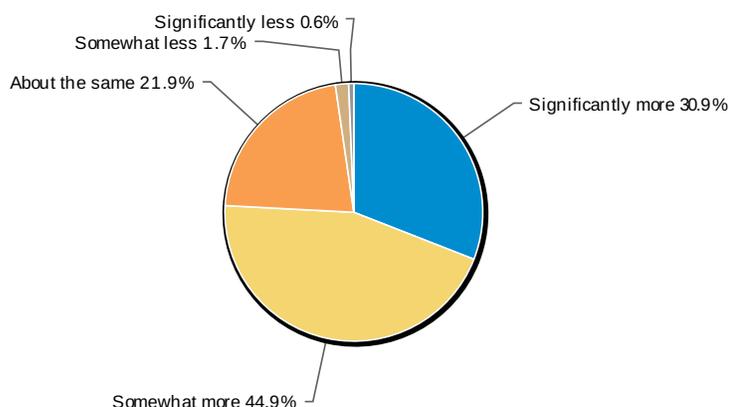


## Reputational Risk Pulse Survey - Jul 22, 2013

Survey:

CGMA Pulse Survey - Reputational Risk

Do you think businesses in your industry are putting more focus on reputational risk today than they did in the past?



Do you think businesses in your industry are putting more focus on reputational risk today than they did in the past?

Value	Count	Percent %
Significantly more	485	30.9%
Somewhat more	704	44.9%
About the same	343	21.9%
Somewhat less	26	1.7%
Significantly less	10	0.6%

Statistics	
Total Responses	1,568

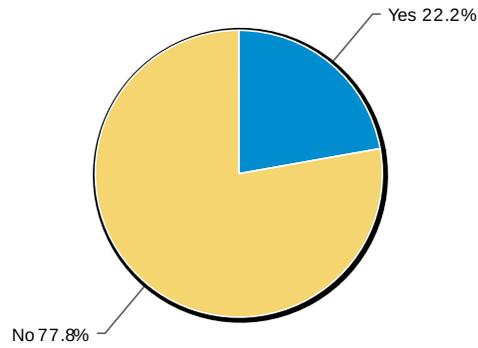
What do you think are the primary factors behind the increased global focus on reputational risk? Please choose your top three, ranking 1-3 in order of importance (1 being most important).

Item	Total Score <sup>1</sup>	Overall Rank
Market demand for more transparency	10410222	1
Reputational failure at a leading organisation / our competitor	8832675	2
The rise in social media (e.g Facebook, Twitter, LinkedIn)	8099214	3
Increased customer activism	6465922	4
More pressure from competitors	5066091	5
Increased shareholder activism	3632892	6
Internal pressure - i.e employee values	3088458	7

**Total Respondents: 1390**

<sup>1</sup> Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

### Has your organisation experienced a reputational failure?

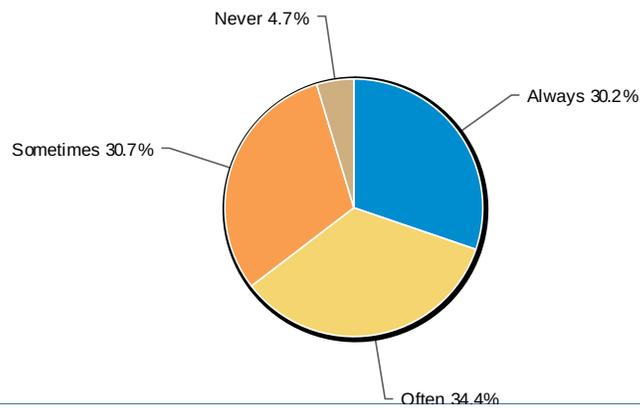


### Has your organisation experienced a reputational failure?

Value	Count	Percent %
Yes	314	22.2%
No	1,100	77.8%

Statistics	
Total Responses	1,414

### How often do you, or your organisation, consider the financial implications of reputational risk?

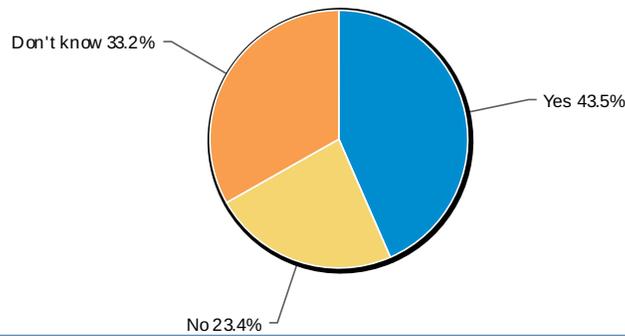


### How often do you, or your organisation, consider the financial implications of reputational risk?

Value	Count	Percent %
Always	422	30.2%
Often	480	34.4%
Sometimes	429	30.7%
Never	65	4.7%

Statistics	
Total Responses	1,396

Have you, or your organisation, ever rejected a project that made financial sense because the reputational risks were too great?

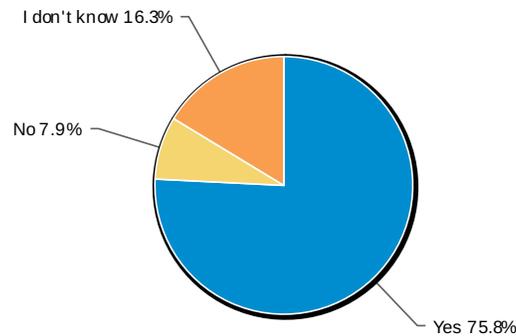


Have you, or your organisation, ever rejected a project that made financial sense because the reputational risks were too great?

Value	Count	Percent %
Yes	605	43.5%
No	325	23.4%
Don't know	462	33.2%

Statistics	
Total Responses	1,392

Is your company prepared to lose profit in the short term for the sake of protecting its reputation and driving more success over the long term?



Is your company prepared to lose profit in the short term for the sake of protecting its reputation and driving more success over the long term?

Value	Count	Percent %
Yes	1,036	75.8%
No	108	7.9%
I don't know	223	16.3%

Statistics	
Total Responses	1,367

Which stakeholders have the most influence over an organisation's reputation? Please choose your top three, ranking 1-3 in order of importance (1 being most important).

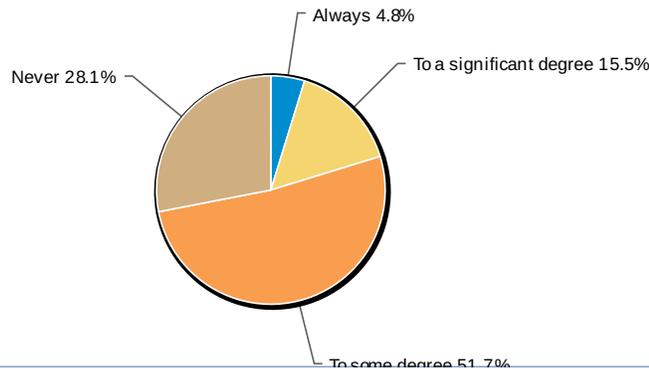
Item	Total Score <sup>1</sup>	Overall Rank
Customers	2441	1
Employees	1587	2

Regulators	1236	3
Investors	1127	4
Third-party observers (e.g analysts, thought leaders)	855	5
Elected officials	375	6
Suppliers	266	7
Retailers	99	8

**Total Respondents: 1339**

<sup>1</sup> Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

To what extent do you, or your organisation, use feedback from social media channels (e.g. Facebook, Twitter, LinkedIn) to help you anticipate and manage reputational risk?

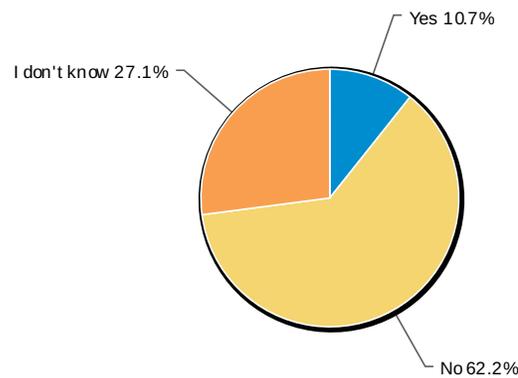


To what extent do you, or your organisation, use feedback from social media channels (e.g. Facebook, Twitter, LinkedIn) to help you anticipate and manage reputational risk?

Value	Count	Percent %
Always	65	4.8%
To a significant degree	211	15.5%
To some degree	704	51.7%
Never	382	28.1%

Statistics	
Total Responses	1,362

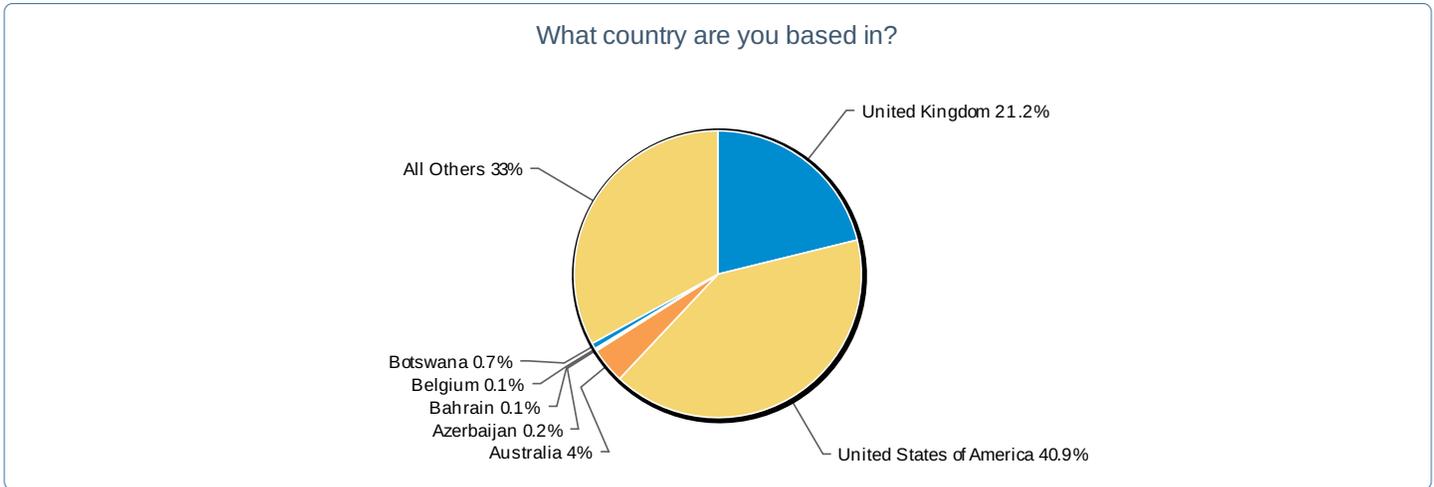
Does your organisation have a formal process or model for calculating the financial impact of not managing reputational risk?



Does your organisation have a formal process or model for calculating the financial impact of not managing reputational risk?

Value	Count	Percent %
Yes	146	10.7%
No	850	62.2%
I don't know	370	27.1%

Statistics	
Total Responses	1,366



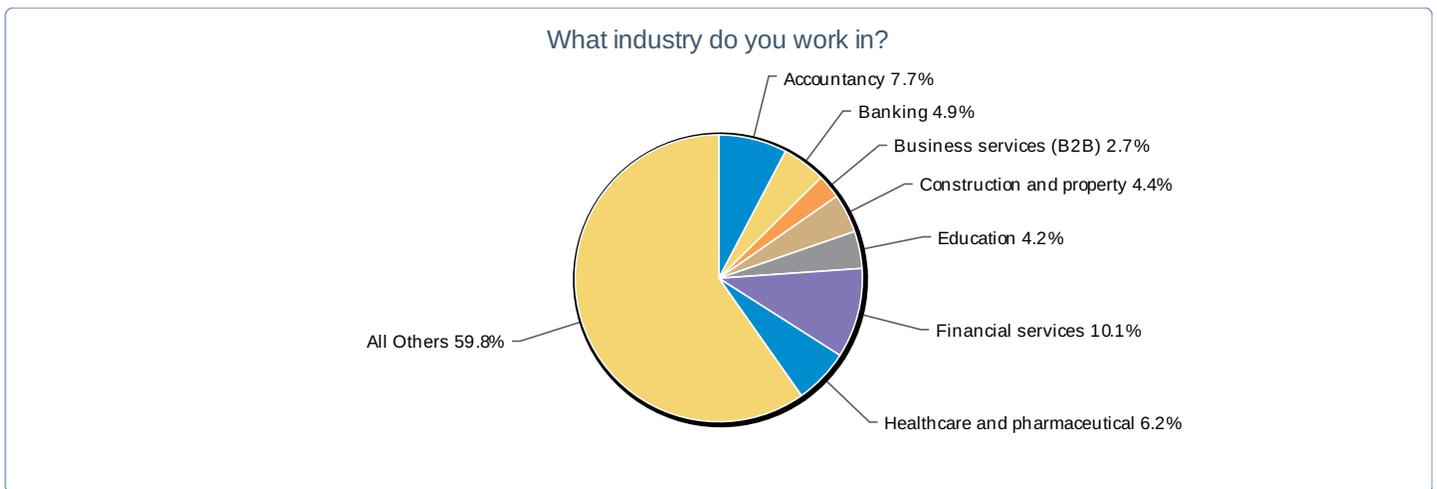
### What country are you based in?

Value	Count	Percent %
United Kingdom	289	21.2%
United States of America	558	40.9%
Angola	0	0.0%
Argentina	0	0.0%
Australia	55	4.0%
Azerbaijan	2	0.2%
Bahrain	1	0.1%
Bangladesh	0	0.0%
Barbados	0	0.0%
Belgium	1	0.1%
Bermuda	0	0.0%
Botswana	9	0.7%
Brazil	2	0.2%
Brunei	0	0.0%
Bulgaria	1	0.1%
Cameroon	0	0.0%
Canada	33	2.4%
Cayman Islands	0	0.0%
Chile	0	0.0%
China	7	0.5%
Cyprus	2	0.2%
Czech Republic	0	0.0%
Democratic Republic of Congo	0	0.0%
Denmark	2	0.2%
Egypt	1	0.1%
Ethiopia	0	0.0%

Statistics	
Total Responses	1,366

Finland	0	0.0%
France	8	0.6%
Gambia	0	0.0%
Germany	7	0.5%
Ghana	5	0.4%
Gibraltar	0	0.0%
Greece	3	0.2%
Guyana	0	0.0%
Hong Kong	8	0.6%
Hungary	0	0.0%
India	12	0.9%
Indonesia	1	0.1%
Ireland	72	5.3%
Italy	0	0.0%
Jamaica	0	0.0%
Japan	4	0.3%
Kazakhstan	0	0.0%
Kenya	3	0.2%
Kuwait	2	0.2%
Latvia	0	0.0%
Lesotho	1	0.1%
Luxembourg	3	0.2%
Malawi	2	0.2%
Malaysia	37	2.7%
Maldives	1	0.1%
Malta	0	0.0%
Mauritius	1	0.1%
Mexico	1	0.1%
Morocco	0	0.0%
Mozambique	0	0.0%
Myanmar	0	0.0%
Namibia	1	0.1%
Netherlands	3	0.2%
New Zealand	16	1.2%
Nigeria	4	0.3%
Norway	1	0.1%
Oman	2	0.2%
Pakistan	9	0.7%
Papua New Guinea	1	0.1%
Peru	0	0.0%
Philippines	0	0.0%
Poland	5	0.4%
Qatar	2	0.2%
Romania	0	0.0%
Russia	3	0.2%
Saudi Arabia	7	0.5%

Serbia and Montenegro	0	0.0%
Seychelles	0	0.0%
Sierra Leone	2	0.2%
Singapore	15	1.1%
South Africa	58	4.3%
Spain	1	0.1%
Sri Lanka	39	2.9%
St Lucia	0	0.0%
Sudan	0	0.0%
Swaziland	1	0.1%
Sweden	1	0.1%
Switzerland	17	1.2%
Tanzania	1	0.1%
Thailand	0	0.0%
Trinidad and Tobago	1	0.1%
Turkey	2	0.2%
Uganda	1	0.1%
Ukraine	1	0.1%
United Arab Emirates	15	1.1%
Venezuela	0	0.0%
Zambia	9	0.7%
Zimbabwe	6	0.4%
Other	8	0.6%

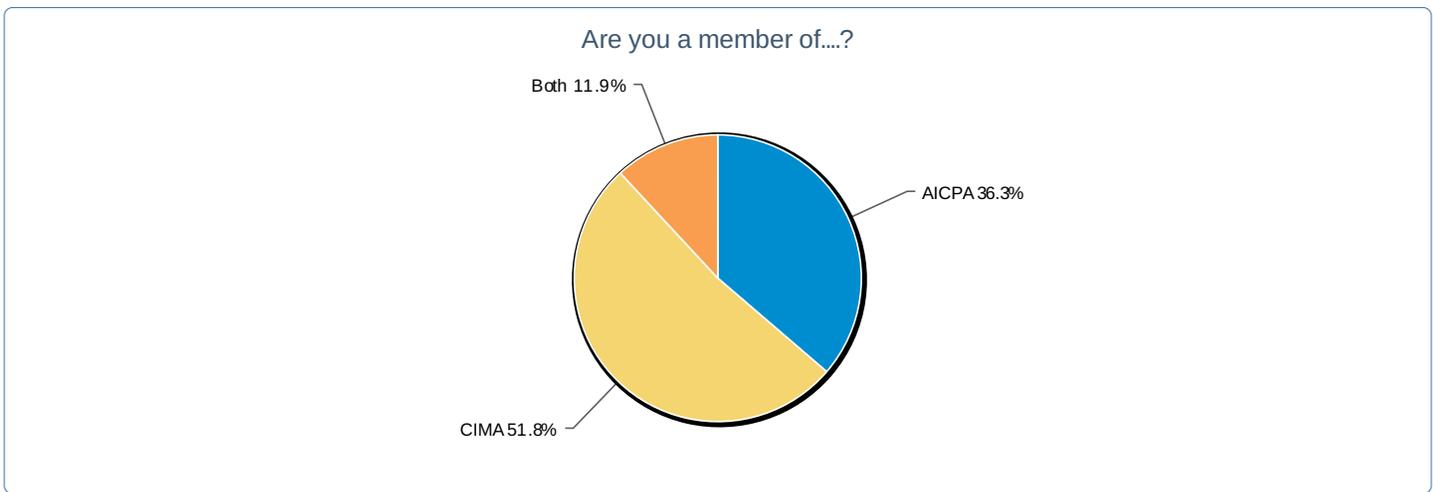


What industry do you work in?

Value	Count	Percent %
Accountancy	105	7.7%
Banking	67	4.9%
Business services (B2B)	37	2.7%
Construction and property	60	4.4%
Education	57	4.2%
Financial services	138	10.1%
Healthcare and pharmaceutical	85	6.2%

Statistics	
Total Responses	1,364

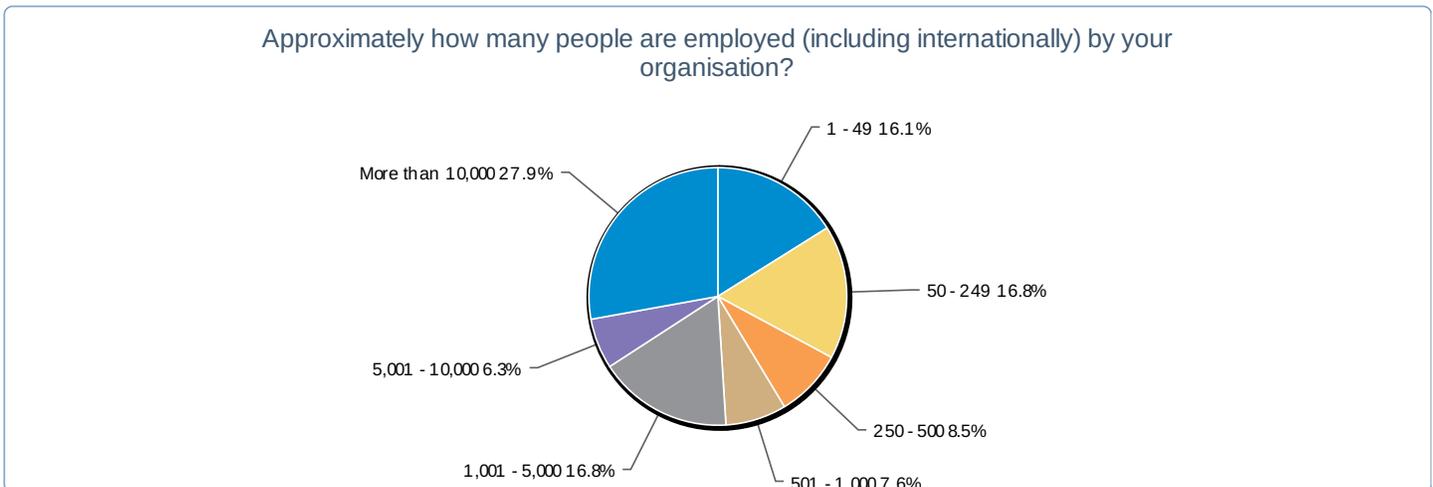
ICT, technology and telecoms	89	6.5%
Manufacturing and engineering	187	13.7%
Media, marketing, advertising and PR	18	1.3%
Natural resources, energy/fuel and utilities	39	2.9%
Not for profit/charity	80	5.9%
Oil, gas and alternative energy	40	2.9%
Public sector	65	4.8%
Retail, consumer, FMCG, food and drink	99	7.3%
Sales, purchasing and supply chain	12	0.9%
Transport, distribution and storage	41	3.0%
Travel, leisure and tourism	25	1.8%
Other	120	8.8%



Are you a member of....?

Value	Count	Percent %
AICPA	494	36.3%
CIMA	705	51.8%
Both	162	11.9%

Statistics	
Total Responses	1,361



Approximately how many people are employed (including internationally) by your organisation?

Value	Count	Percent %
1 - 49	219	16.1%
21 - 49	0	0.0%
50 - 249	228	16.8%
250 - 500	116	8.5%
501 - 1,000	104	7.6%
1,001 - 5,000	229	16.8%
5,001 - 10,000	86	6.3%
More than 10,000	379	27.9%

Statistics	
Total Responses	1,361
Sum	93,382.0
Avg.	95.1
StdDev	159.7