

APPROACHING THE FUTURE

TRENDS IN REPUTATION
AND INTANGIBLE ASSET
MANAGEMENT

**TOP 15 TRENDS WORLDWIDE:
A GLOBAL PERSPECTIVE**

ISSUED: MARCH 2022

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A GLOBAL PERSPECTIVE

Corporate Excellence – Centre for Reputation Leadership, in conjunction with CANVAS Estrategias Sostenibles and Global Alliance, presents ***Top 15 Trends Worldwide: a Global Perspective***, an ad hoc study of the 15 trends identified in *Approaching the Future*. This study aims to analyse the relevance of each of the 15 trends within the context of different countries and geographic regions. The study is based on a survey of professionals and members of the Global Alliance network, a confederation of the world's major PR and communication management associations, representing over 300,000 professionals around the world.

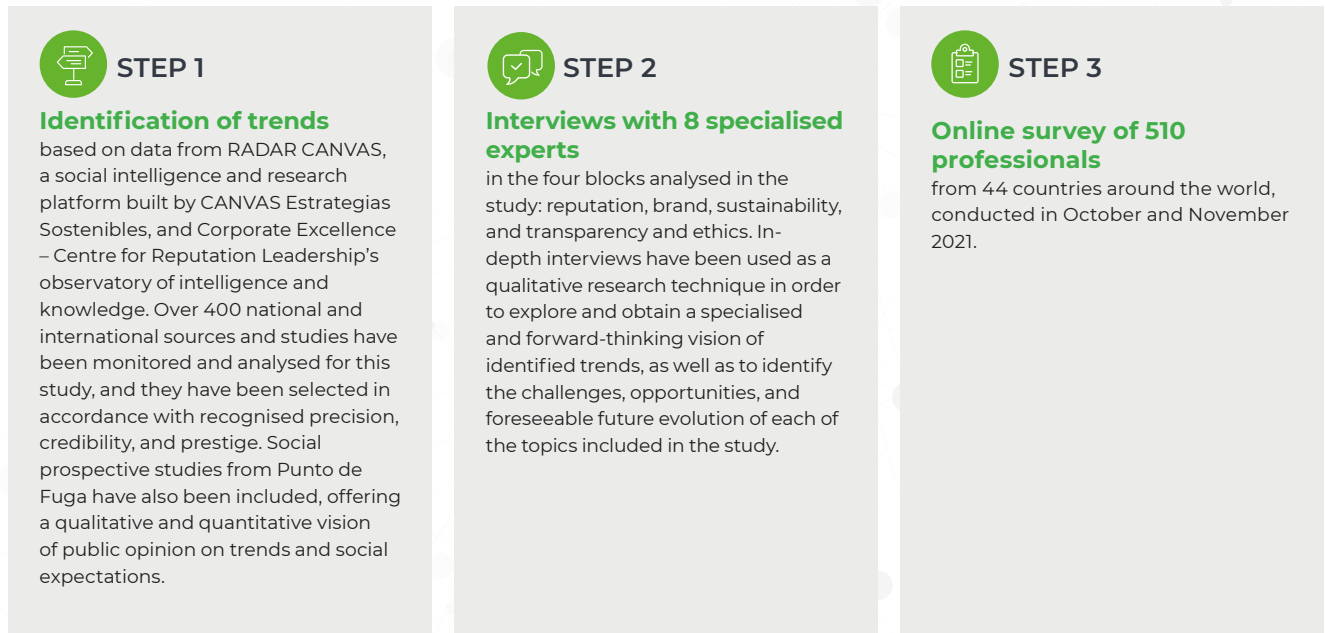
The report, created with the collaboration and participation of the Global Alliance Regional Councils, shines the spotlight on the most relevant trends in brand, reputation, sustainability, transparency and ethics. It is presented as a practical and essential tool for informed decision-making. With this in mind, we have identified 15 key issues marking the present and future of intangible asset management, as well as the actions that organisations are implementing in order to respond to these challenges



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METHODOLOGY AND FACT SHEET

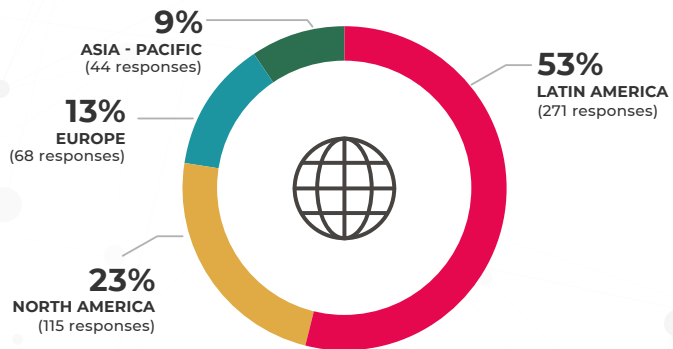
This report is based on the trends identified in *Approaching the Future 2021* and combines qualitative and quantitative research techniques with the aim of identifying the most relevant trends in intangible asset management in the international arena.



STRUCTURE OF THE SURVEY WITH THREE BLOCKS



GEOGRAPHIC REPRESENTATION



44 PARTICIPATING COUNTRIES

- | | | | |
|------------------------|-----------------|------------------|--------------------|
| 1. Australia | 12. El Salvador | 23. Malaysia | 34. South Africa |
| 2. Austrian | 13. Finland | 24. Mauritius | 35. Spain |
| 3. Brazil | 14. France | 25. Mexico | 36. Sri Lanka |
| 4. Canada | 15. Germany | 26. Netherlands | 37. Thailand |
| 5. Chili | 16. Guatemala | 27. Nigerian | 38. Turkey |
| 6. China | 17. Hungary | 28. Panama | 39. United Kingdom |
| 7. Columbia | 18. India | 29. Peru | 40. United States |
| 8. Costa Rican | 19. Indonesian | 30. Philippines | 41. Uruguay |
| 9. Denmark | 20. Ireland | 31. Portugal | 42. Venezuela |
| 10. Dominican Republic | 21. Italy | 32. Puerto Rican | 43. Vietnam |
| 11. Ecuador | 22. Kenya | 33. Russia | 44. Zimbabwe |

3

KEY FINDINGS

GLOBAL DATA

90% of professionals consider progress towards **more responsible leadership** to be “very relevant”.

Reputation management (8.32 out of 10) and **new communication models** (8.18 out of 10) are among the most relevant topics that organizations are working on the most.

Adaptation to the context (60%) is the area in which organizations are working the most.

47% of organisations are prioritising digitalisation and they expect to invest the most resources in this area over the next 3 years.

NORTH AMERICA

88% consider **responsible leadership** to be “relevant” or “very relevant” for their organisation.

70% consider **diversity and inclusion** to be “relevant” or “very relevant” for their organisation and it is the area in which organizations are working the most.

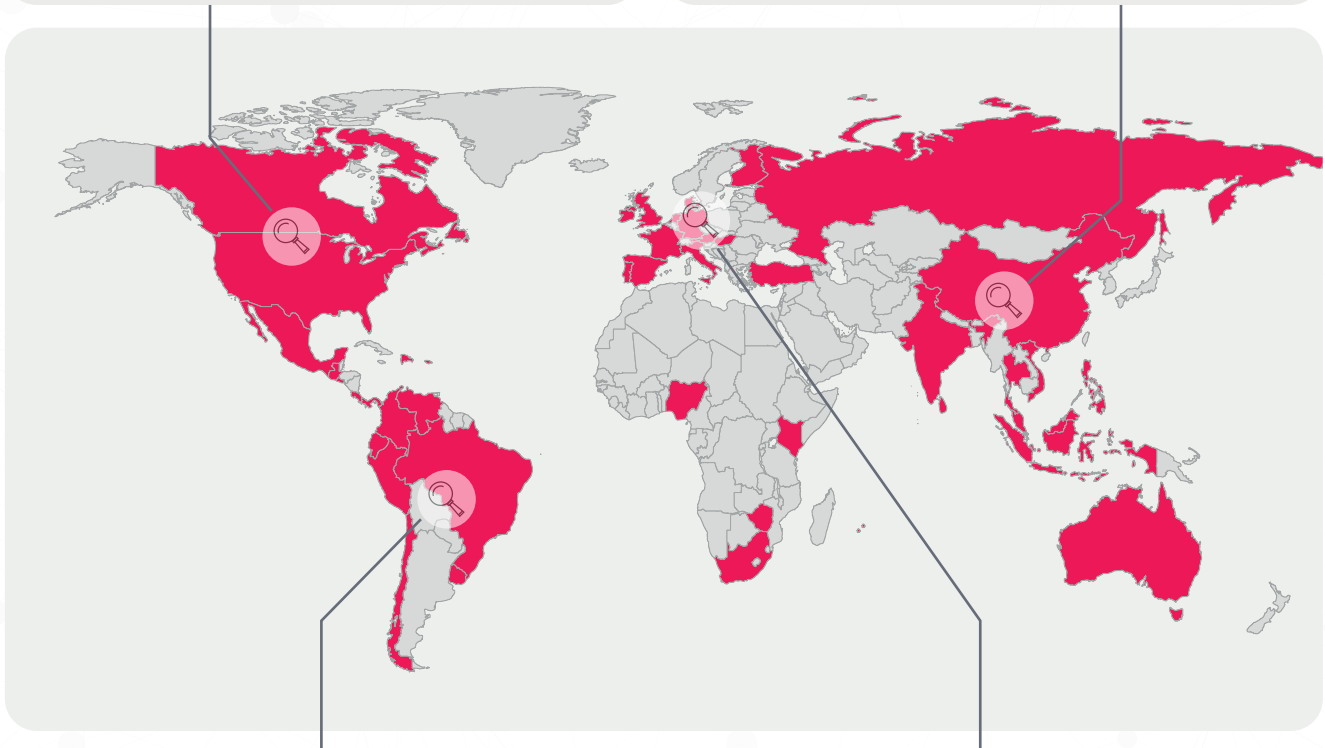
80% are investing more resources in **cybersecurity**

ASIA

95% consider **adapting to the context of the pandemic** to be “relevant” or “very relevant” for their organisation

60% of organisations are working on **digitalisation**, followed by **adapting to the context 55%** and **corporate reputation 45%**

95% are investing more resources in **digitalisation**



LATIN AMERICA

92% consider **responsible leadership** to be “relevant” or “very relevant” for their organisation

91% consider **adapting to the context** of Covid-19 and **72%** of organisations are working on it to be “relevant” or “very relevant”

84% are investing more resources in **digitalisation**

EUROPE

82% consider **responsible leadership** to be “relevant” or “very relevant” for their organisation

79% consider **ESG governance** to be “relevant” or “very relevant” for their organisation

Digitalisation 40% and **corporate purpose 38%** are the areas in which organizations are working the most.

72% are investing more resources in **digitalisation**

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GLOBAL PERSPECTIVE

Top global trends

GLOBAL TREND RELEVANCE RANKING FOR ORGANISATIONS



The trends identified as most relevant by professionals include some of the key areas that will enable organisations to adapt to the current context and regulatory changes, as well as social demands.

Although all issues obtained scores of over 5 out of 10, three relevance levels have been identified:

LEVEL ONE RELEVANCE (Average score higher than 8)

The most relevant issues in this block are trends relating to governance and responsible management. **Responsible leadership** obtained the highest score (8.73), with an increase of 0.3 points compared to results from the May 2021 edition of *Approaching the Future*.

Few significant changes to trends of most concern have been identified at a global level. **Adapting to the context of Covid-19** (8.4) continues to be the second most relevant trend, followed by key aspects for promoting intangible asset management as **managing risk and reputational risk** (8.3), **new ways of working** (8.28), **new communication models** (8.18), **corporate purpose** (8.05), and **ESG governance** in administrative boards (8.01).

LEVEL TWO RELEVANCE (Average score between 7.5 and 8)

In second place, professionals are prioritising issues relating to technological innovation and **digitalisation** (8) and **cybersecurity** (8) occupy the following places in the global ranking with 8 over 10.

Other notable trends in this block include the creation of value for stakeholder groups and environmental issues: **diversity and inclusion** (7.86); **brand activism** (7.81); **sustainable investment** (7.68); and **climate change** and the transition to a green economy (7.64).

LEVEL THREE RELEVANCE (Average score less than 7.5)

Finally, in the third block of trends, which scored under 7.5, we find the **2030 Agenda** (7.29); and **non-financial reporting** (7.05).

Trends that organisations are working on the most

**TOP 5 TRENDS
IN WHICH
ORGANIZATIONS
ARE WORKING ON
THE MOST**



The trends that organisations are working on the most relating to adapting to social and economic contexts. In this sense, as we saw last year, **digitalisation and responding to the consequences of the pandemic** stand out as the main focus.

Moreover, the number of companies working on **managing reputation and reputational risk** has risen from 33.7% to 38% this year. In fifth place, professionals are working on defining and activating their corporate purpose.

It is worth noting that some trends marked as priorities by organisations, such as **cybersecurity** and **corporate governance**, are not subsequently cited as being worked on. This suggests there is a gap between the current concern of professionals with regard to these issues - which are in the process of in-depth transformation and development, as evidenced by regulatory changes and new demands in Europe - and the lack of attention given by companies in prioritising them.

Most relevant trends for the next 3 years

TOP 5 TRENDS IN WHICH THE MOST RESOURCES ARE BEING INVESTED



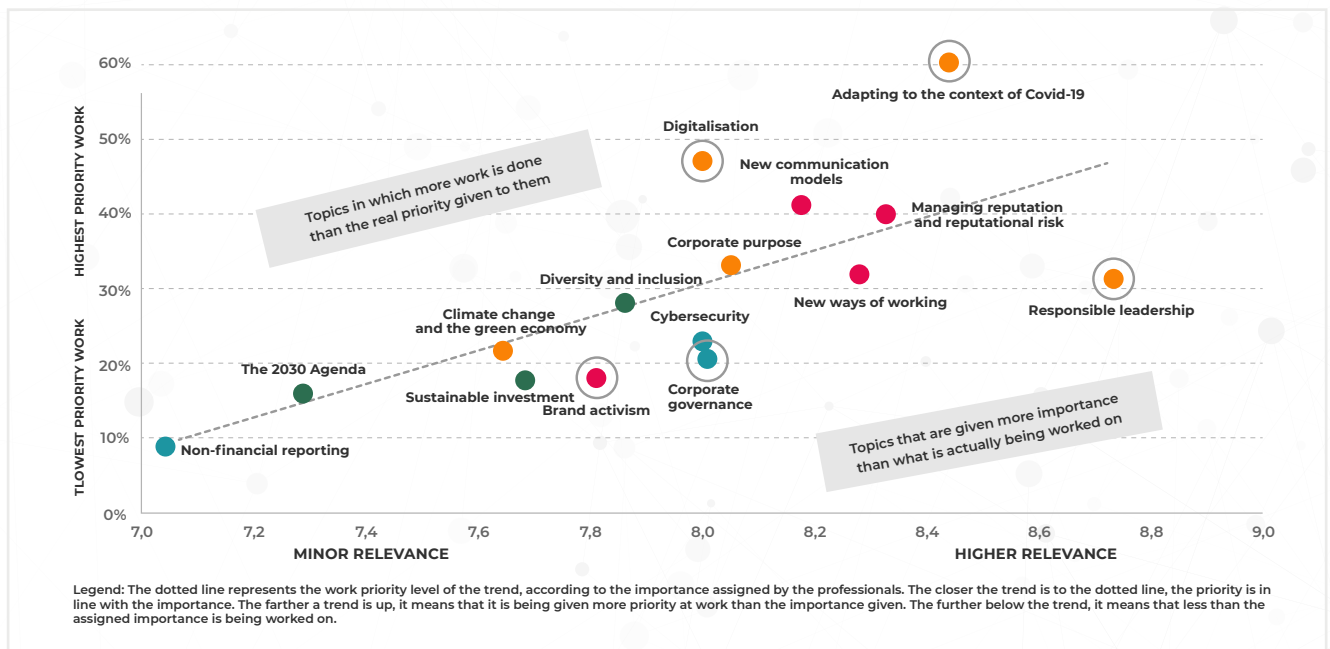
Over the next three years, organisations plan to invest in **technological innovation**, the **management of risks** associated with new technologies and the improvement of internal and external corporate governance.

In this regard, almost 80% of surveyed participants claim that their organisation will invest “more” or “many more resources and efforts” in **digitalisation** and the development of **technological solutions**. Similarly, 78% of professionals indicate that their companies are increasing the level of resource investment in **cybersecurity** and **data protection**.

In third and fourth place, consulted executives highlight the ability to **lead responsibly in organisations** (77%) and **new working models** and **organisational changes** resulting from the pandemic (76%).

Finally, professionals point to the **management of corporate reputation and associated risks**. In this regard, we have observed how the pressure of stakeholder group expectations and political and economic uncertainty have increased in relevance.

IMPORTANCE AND PRIORITY OF WORK OF EACH TREND



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RESULTS BY TREND



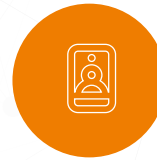
NEW LEADERSHIP FOR A NEW REALITY



POST-COVID WORLD: VULNERABLE AND UNCERTAIN



CORPORATE PURPOSE: FROM DEFINITION TO ACTIVATION



TOWARDS A HYBRID AND DIGITAL SOCIETY



CLIMATE EMERGENCY AND THE GREEN ECONOMY

NEW LEADERSHIP FOR A NEW REALITY

The pandemic has tested the ability of organisation to lead responsibly. As a result, companies and their leaders are now facing an environment of increased uncertainty and volatility in which pressure has also increased from stakeholder groups in terms of facing up to economic, environmental, and social pressures.

Consequently, it is one of the top five trends that professionals are currently working on.

Counting on responsible and sustainable leadership capable of driving transformation towards new models for relation and collaboration with stakeholder groups is a priority, with a relevance ranking of 8.73 out of 10.

For 90% of professionals, it is a “relevant” or “very relevant” issue for their company and they anticipate increased investment of resources and efforts in this area over the next three years.



RESPONSIBLE LEADERSHIP RELEVANCE BY REGION	LATAM	9
	NORTH AMERICA	8.5
	ASIA	8.5
	EUROPE	8.2
RESPONSIBLE LEADERSHIP % OF WORK BY REGION	ASIA	36%
	EUROPE	31%
	LATAM	26%
	NORTH AMERICA	19%

POST-COVID WORLD: VULNERABLE AND UNCERTAIN

In the context that we have illustrated, companies need to strengthen their resilience and ability to adapt.

Adapting to the post-Covid context is the primary trend that organisations are working on.

85% consider it to be “relevant” or “very relevant”, and it obtained a score of 8.44 out of 10, in line with results from last year.

Furthermore, 72% will be investing more resources and efforts in this issue over the next three years.



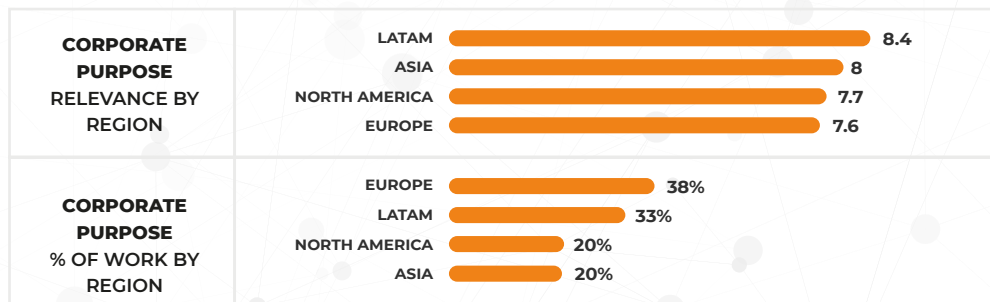
ADAPTING TO THE CONTEXT OF COVID-19 RELEVANCE BY REGION	LATAM	8.9
	ASIA	8.7
	NORTH AMERICA	8.2
	EUROPE	6.9
ADAPTING TO THE CONTEXT OF COVID-19 % OF WORK BY REGION	LATAM	72%
	ASIA	55%
	NORTH AMERICA	25%
	EUROPE	25%



CORPORATE PURPOSE: FROM DEFINITION TO ACTIVATION

Corporate purpose has been one of the most prevalent macro trends over the last few years of analysis in *Approaching the Future*. This past year, evidence suggests that there is increased interest in finding tools to enable its tangible and measurable implementation and activation. It is now the fifth most relevant trend that organisations are currently working on.

Although this trend is at level two relevance, its score continues to be over 8. Furthermore, implementing and activating corporate purpose is a priority that is being worked on by 3 out of 10 companies. Similarly, 67% of organisations plan to invest more resources and efforts into this issue over the next 3 years.

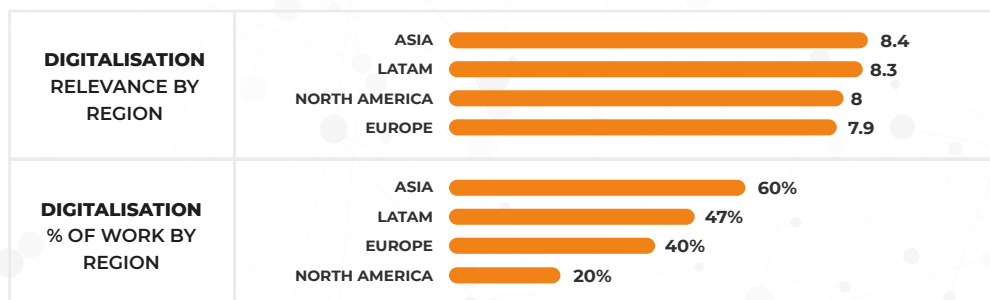


TOWARDS A HYBRID AND DIGITAL SOCIETY

The increasing relevance of digitalisation requires significant transformative efforts. Technological innovations such as 5G, artificial intelligence, and big data are changing the way we communicate, relate to, and interact with our environment, generating increased interconnections between digital and offline worlds.

Accordingly, over 80% of professionals indicate that this issue is “relevant” or “very relevant” for their organisation.

Moreover, this is the sixth most relevant trend at a global level, with a score of 8 out of 10, and it is the second most relevant trend currently being worked on. This trend is anticipated to continue growing over the coming years and organisations are expected to invest higher levels of resources and efforts into it.





CLIMATE EMERGENCY AND THE GREEN ECONOMY

The climate emergency is now one of the biggest threats to social welfare and economic development. The transition towards economic models founded on global responsibility is a priority.

Despite this urgency, this trend does not qualify as a priority for organisations. In fact, it received the third lowest score in the ranking of relevance.

This has also been observed in action plans for halting the climate emergency. 11% of professionals still consider this issue to just be “somewhat relevant” or “not very relevant” for their organisation, with only 28% claiming it is “very relevant”.



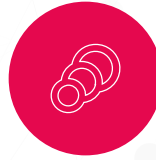
CLIMATE CHANGE AND THE GREEN ECONOMY RELEVANCE BY REGION	LATAM	7.7
	EUROPE	7.7
	NORTH AMERICA	7.6
	ASIA	7.3
CLIMATE CHANGE AND THE GREEN ECONOMY % OF WORK BY REGION	EUROPE	29%
	LATAM	25%
	ASIA	16%
	NORTH AMERICA	15%



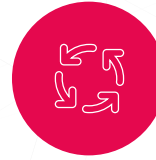
MEASURING AND MANAGING REPUTATION AND REPUTATIONAL RISK IN THE ERA OF STAKEHOLDER CAPITALISM



FROM REMOTE WORK TO ORGANISATIONAL TRANSFORMATION



NEW COMMUNICATION MODELS AND INTANGIBLE ASSET MANAGEMENT



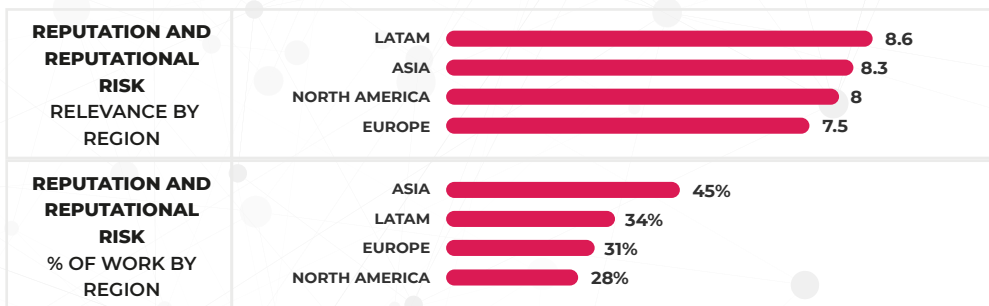
REGENERATIVE BRANDS IN THE ERA OF ACTIVISM

MEASURING AND MANAGING REPUTATION AND REPUTATIONAL RISK IN THE ERA OF STAKEHOLDER CAPITALISM

Managing reputation is an increasingly complex issue for organisations due to evolving stakeholder expectations and the uncertain political and economic panorama.

The vast majority of professionals (83%) consider this trend to be “relevant” or “very relevant” for their organisation, and 73% plan to invest more resources and efforts into it over the next three years.

The creation of a solid reputation that generates long-term value is also one of the pillars of organisational resilience. Managing reputation is therefore the fourth most relevant issue that professionals are currently working on.

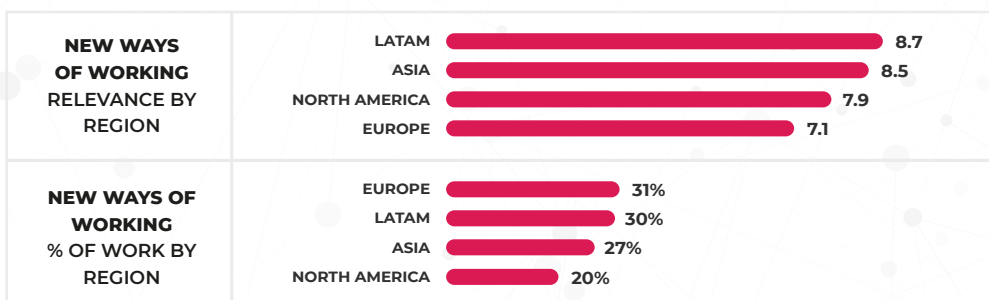


FROM REMOTE WORK TO ORGANISATIONAL TRANSFORMATION

The pandemic has accelerated the transition to new ways of organising work. The need to maintain business activities, ensure business continuity and, concurrently, respond to employee needs has fostered the rapid development of remote working models and, subsequently, new ways of working.

As a result of this, we have observed fundamental changes in corporate culture and the establishment of a new hybrid working model founded on collaboration and empathy.

83% of professionals consider adapting to new working models to be “relevant” or “very relevant” for their company, and 3 out of 10 organisations are working on this issue as a priority.





NEW COMMUNICATION MODELS AND INTANGIBLE ASSET MANAGEMENT

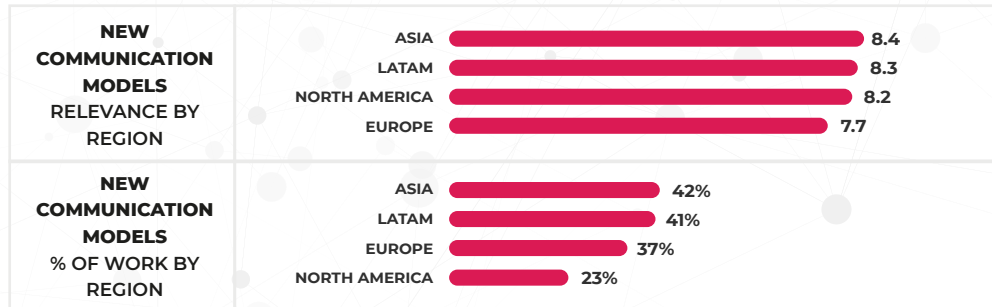
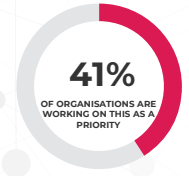
Stakeholder group expectations are even more demanding now. The increase in social awareness of the importance of defending the planet and socioeconomic inequality has had an impact on corporate communications.

Thus, the transition towards new communication models that respond to the needs of organisations as well as social expectations is one of the biggest priorities for organisations.

New communications models rank as the fifth most relevant priority for companies, with a score of 8.18 out of 10.

Furthermore, this is the third most relevant trend that organisations are working on, and 83% of executives consider it to be “relevant” or “very relevant”.

It is worth noting that, for the first time since we started the *Approaching the Future* studies, this issue has emerged as a key trend shaping the business agenda. We have also observed that this trend is likely to continue to grow in the future as 73% of organisations claim they will invest more resources and efforts into new ways of communicating over the next three years.

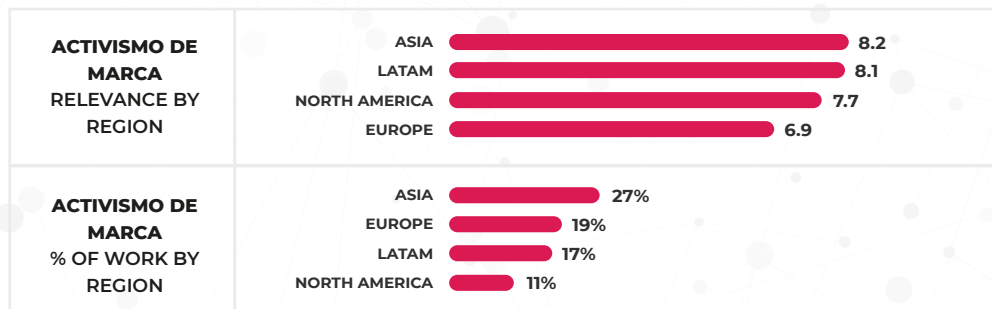


REGENERATIVE BRANDS IN THE ERA OF ACTIVISM

Now, more than ever, citizens expect brands to be connected with the issues that concern them the most, and with functional, emotional and social needs. They expect brands to offer relevant solutions to real problems through their positive social, environmental, ethical and economic impact.

Despite this social pressure, the activist positioning of brands is only considered to be “relevant” or “very relevant” by 45% of professionals.

Consequently, only 18% of organisations are prioritising working on this trend, and they don’t anticipate increasing the level of resource investment in the area over the next few years.

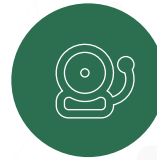




INCLUSIVE GROWTH: A GLOBAL CHALLENGE



SUSTAINABLE INVESTMENTS: MORE PROFITABLE AND RESILIENT

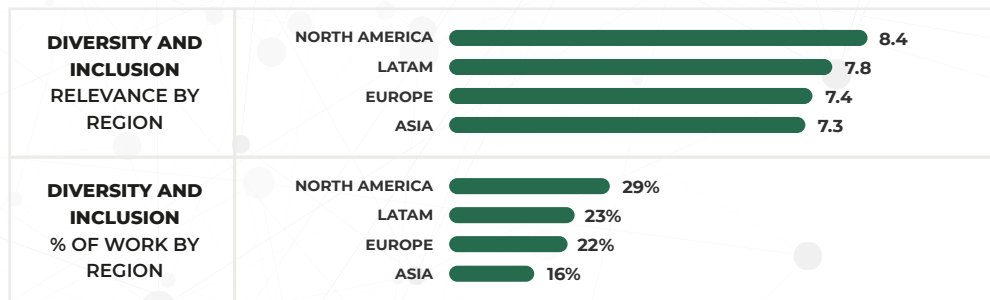


THE 2030 AGENDA: THE COUNTDOWN TO ACT

INCLUSIVE GROWTH: A GLOBAL CHALLENGE

Diversity and inclusion have consolidated as key management areas for responding to the expectations of stakeholder groups. Companies must integrate these matters with their business. This includes the way talent is managed, the management of brand, communication, and publicity, and even the creation and design of products and services, with an increasing focus on inclusivity and representation of diversity in the societies in which organisations operate.

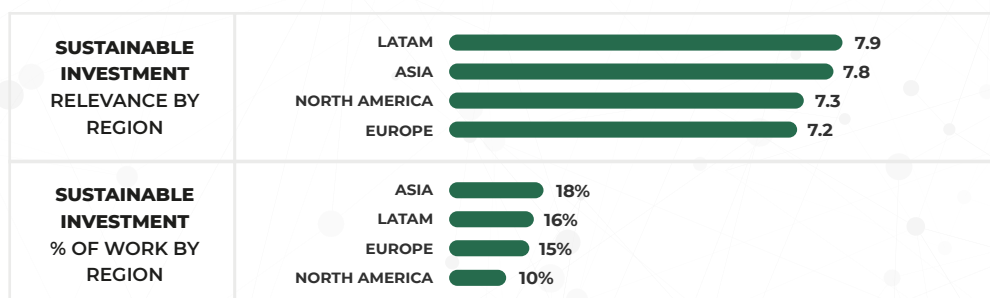
This trend is considered “very relevant” for 35% of professionals, and 3 out of 10 organisations are approaching diversity and inclusion as a key issue. In this regard, 70% of organisations expect to invest more resources and efforts in policies related to inclusion over the next three years.



SUSTAINABLE INVESTMENTS: MORE PROFITABLE AND RESILIENT

The role of the financial and investment sector is crucial if the objectives of the 2030 Agenda are to be reached. As capital mobilisers, these actors are able to develop financing and investment strategies that impact the creation of long-term value for people and the planet, such as promoting projects and tools for sustainable development.

24.5% of professionals consider this trend to be “very relevant”, and it is one of the least relevant trends at a global level. In this regard, 30% of organisations expect to invest “the same level” or “fewer resources and efforts” to promoting sustainable development.



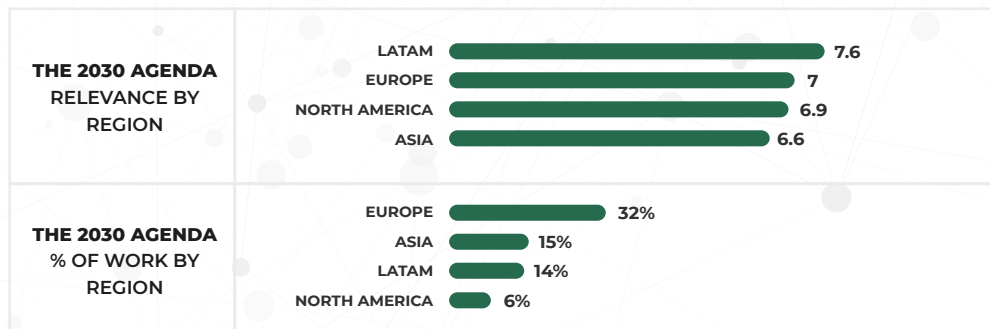


THE 2030 AGENDA: THE COUNTDOWN TO ACT

Since its approval in 2015, the 2030 Agenda, together with its 17 Sustainable Development Goals (SDGs), has been consolidated as a guide for global sustainability. Up until now, the focus has been on integrating the 2030 Agenda as a roadmap for a more sustainable world. But the biggest responsibility for companies and governments in the lead up to 2030 is activating the necessary resources and strategies for reaching these objectives.

This effort has been held back as a result of more short-term pressing matters, such as adapting to the pandemic. As a consequence, 36% of professionals do not consider this trend to be relevant, and only 16% are currently working on the 2030 Agenda, almost half as many as compared to the previous edition where 25.1% of professionals claimed to be making progress in this area.

Furthermore, only 16% of professionals are dedicating the same level of resources into promoting the SDGs over the next 3 years, and 21% are even planning on reducing investments.





ESG GOVERNANCE IN ADMINISTRATIVE BOARDS



INTEGRITY AND ETHICS IN A DIGITAL WORLD



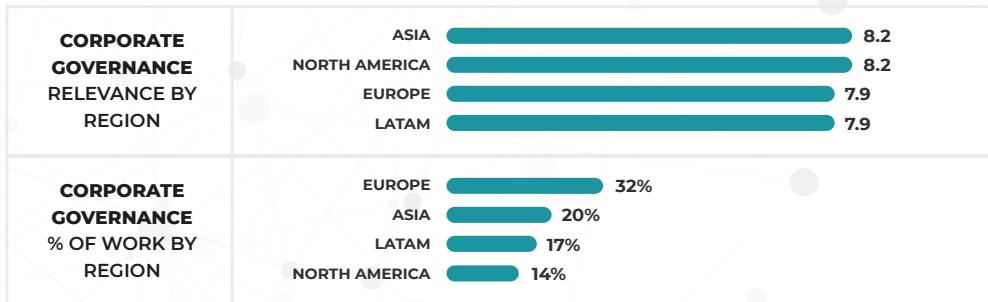
REGULATION AND REPORTING DRIVING TRANSPARENCY OF NON-FINANCIAL DATA

ESG GOVERNANCE IN ADMINISTRATIVE BOARDS

The integration of social, environmental, and good governance criteria in business is a growing demand which affects all levels of an organisation. It therefore requires a strategy based on integrated ESG governance driven by administrative boards.

For this reason, this trend increases its importance, as it is considered a “very relevant” issue for 34% of respondents. But, in Europe, where a notable increase in the relevance of this topic is seen, it becomes the second most important topic for European professionals. Due to the fact that almost 80% (79%) consider it “relevant” or “very relevant”.

Over the next 3 years, with the anticipated increase in regulatory requirements, 70% plan to dedicate more resources to improving ESG governance in administrative boards. Nonetheless, only 20% of companies are currently working on this as a priority

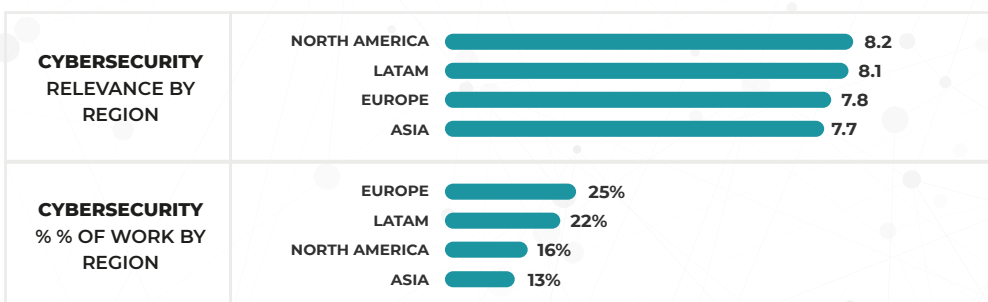


INTEGRITY AND ETHICS IN A DIGITAL WORLD

Whilst continuing technological development presents numerous opportunities, these are associated with increased cybersecurity risks. In this regard, digitalisation and cybersecurity go hand in hand as prioritised trends.

In terms of cybersecurity, executives consider it to be the seventh more relevant trend for their organisation, with a score of 8 out of 10, and 41% consider it to be a “very relevant” issue for their company.

Furthermore, it is also the second most relevant trend in terms of increased investment of resources and efforts over the next three years, surpassed only by digitalisation.



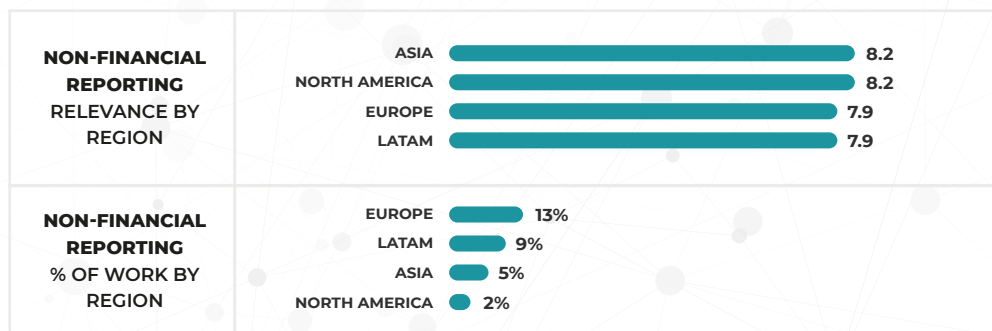


REGULATION AND REPORTING DRIVING TRANSPARENCY OF NON-FINANCIAL DATA

The reporting of non-financial data has experienced rapid growth over recent years, fuelled by an increase in regulations and stakeholder group demands. Over the coming years, with the update of the EU Directive and the convergence of accounting standards at a global level, adapting to these new standards will become a priority for organisations.

However, consultations with professionals have revealed that this trend is only perceived as “very relevant” by 17% of participants, and only 9% are prioritising progress in non-financial reporting.

Over the next 3 years, 41% of professionals will assign “the same” or “fewer resources” to this matter.



6

RESULTS BY REGION

6.1 The vision of professionals in Latin America

KEY TRENDS IN LATIN AMERICA		
MOST RELEVANT TREND	TREND BEING WORKED ON THE MOST	TREND IN WHICH THE MOST RESOURCES ARE BEING INVESTED
RESPONSIBLE LEADERSHIP	ADAPTING TO THE CONTEXT OF COVID-19	DIGITALISATION

Results in Latin America are aligned with all other regions, although we have observed that organisations in Latin America are particularly focused on macro trends. Executives in Latin America also gave higher scores to trends than other regions.

In the relevance ranking, executives indicated that responsible leadership is the most relevant trend. Furthermore, adapting to the pandemic is the primary focus for Latin American organisations.

Similarly, in terms of the next three years, 84% of professionals anticipate a significant increase in resources and efforts invested in digitalisation.



Responsible leadership is the most relevant trend for professionals in Latin America. Accordingly, it obtained an average score of 9 out of 10, compared to a score of 8.5 in Asia and 8.2 in Europe.

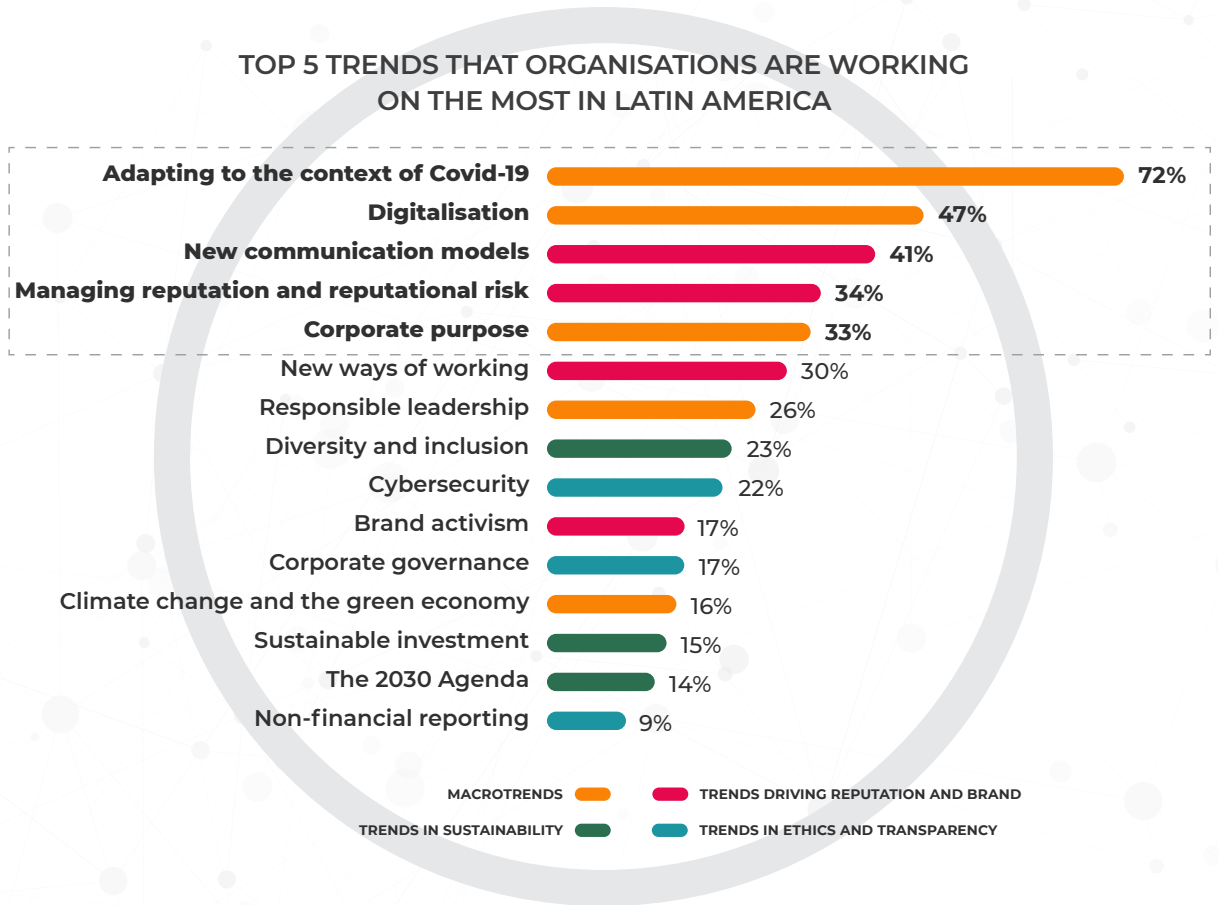
Furthermore, 91% of professionals believe that adapting to the post-pandemic context is “relevant” or “very relevant”. Concluding the top 5 most relevant trends we find new ways of working (8.7), managing reputation and reputational risk (8.6) and corporate purpose (8.4).

Although they still obtained scores above 7, the least relevant trends relate to the fight against climate change and transparency.

The remaining trends are non-financial reporting and the 2030 Agenda, with average scores of 7.2 and 7.6 out of 10, respectively. Furthermore, executives gave the climate emergency and transforming towards a green economy a score of 7.7 out of 10. This is the only macro trend not included in the top 10, and for 11% of consulted participants it has “little” or “no relevance” for their organisation. Concluding the top 5 least relevant trends we find diversity and inclusion (7.8) and sustainable investment.

Trends being worked on the most in Latin America

TOP 5 TRENDS THAT ORGANISATIONS ARE WORKING ON THE MOST IN LATIN AMERICA



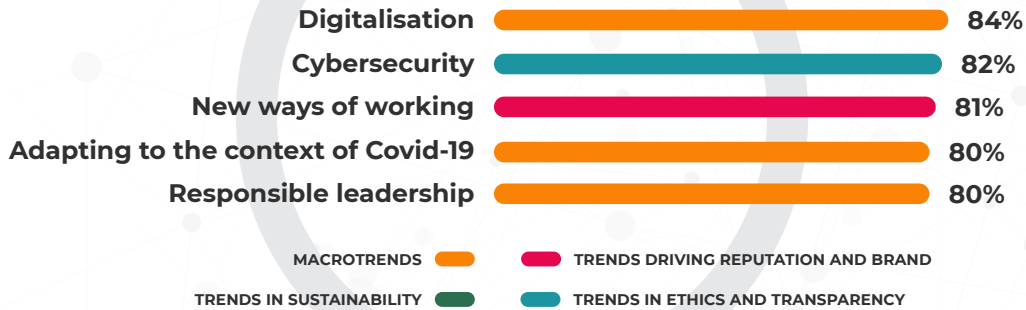
Professionals in Latin America claim to be working as a priority on two issues: adapting to the post-Covid environment (72%) and digitalisation (47%).

In third and fourth position, executives highlight new communication models (41%) and managing reputation and reputational risk (34%).

Furthermore, the trends being worked on the least align with relevance scores. Non-financial reporting (9%) is being worked on the least, followed by the 2030 Agenda (14%), sustainable investment (15%) and climate change and the green economy (16%). In fifth position on this list, 17% of professionals highlight the integration of SDG standards in administrative boards, compared to 32% in Europe.

Trends in which organisations in Latin America are investing the most resources

TRENDS IN WHICH ORGANISATIONS IN LATIN AMERICA WILL INVEST THE MOST RESOURCES OVER THE NEXT 3 YEARS

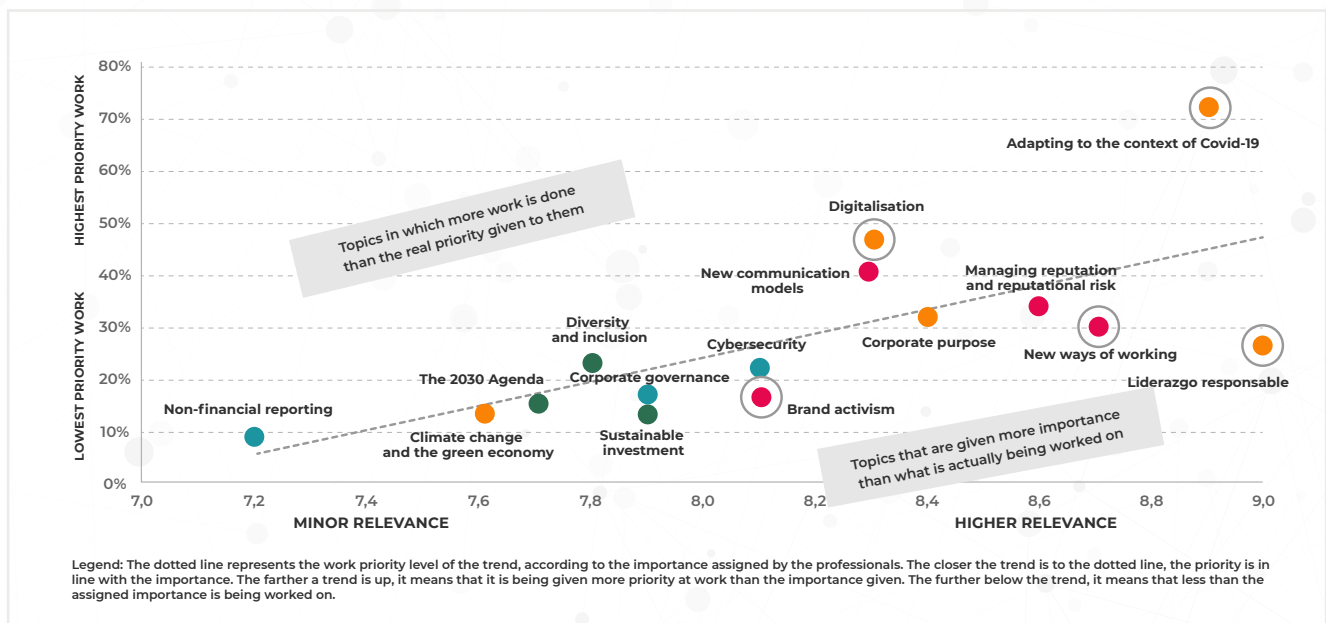


In line with global results, Latin America will invest the most resources over the coming years in digitalisation. 84% of surveyed participants expect their company to invest “more” or “many more resources” in digitalisation over the coming years. Furthermore, 82% of participants point to risk management relating to cybersecurity and data protection.

Conversely, we have observed that a very high percentage of professionals anticipate an increase in new ways of working. In Latin America, this percentage increases to 81%, compared to 79% in North America and 66% in Europe. Concluding the trends in which executives intend to invest the most resources and efforts we find adapting to the post-Covid world (80%) and responsible leadership (80%).

In line with results from other regions, and as per the trend observed in Latin America (in terms of relevance and priority), the areas of non-financial reporting and the 2030 Agenda are expected to observe a reduction in resources and efforts. Only 69% of professionals expect their organisation to increase investment in the achievement of objectives from the 2030 Agenda, and up to 20% expect to invest the “same” or “fewer resources and efforts” in non-financial reporting and transparency.

IMPORTANCE AND PRIORITY OF WORK OF EACH TREND IN LATIN AMERICA



6.2 The vision of professionals in North America

KEY TRENDS IN NORTH AMERICA		
MOST RELEVANT TREND	TREND BEING WORKED ON THE MOST	TREND IN WHICH THE MOST RESOURCES ARE BEING INVESTED
RESPONSIBLE LEADERSHIP	DIVERSITY & INCLUSION	CYBERSECURITY

The most relevant trend for professionals in North America is responsible leadership, in line with global and European results.

However, notably, out of all regions, North America assigns the most relevance to diversity and inclusion. 70% consider it to be “relevant” or “very relevant”, and it obtained a score of 8.4 out of 10, higher than global results (7.9) and the average score in Europe (7.4). Furthermore, it is also the only region where this trend is being worked on the most by organisations.

With regard to future investment of resources, 80% of professionals in North America highlight cybersecurity as being a key trend.



Professionals in North America prioritise responsible leadership and inclusive growth as the most relevant issues. In this regard, responsible leadership is a “very relevant” issue for 46% of surveyed participants, with a score of 8.5 out of 10.

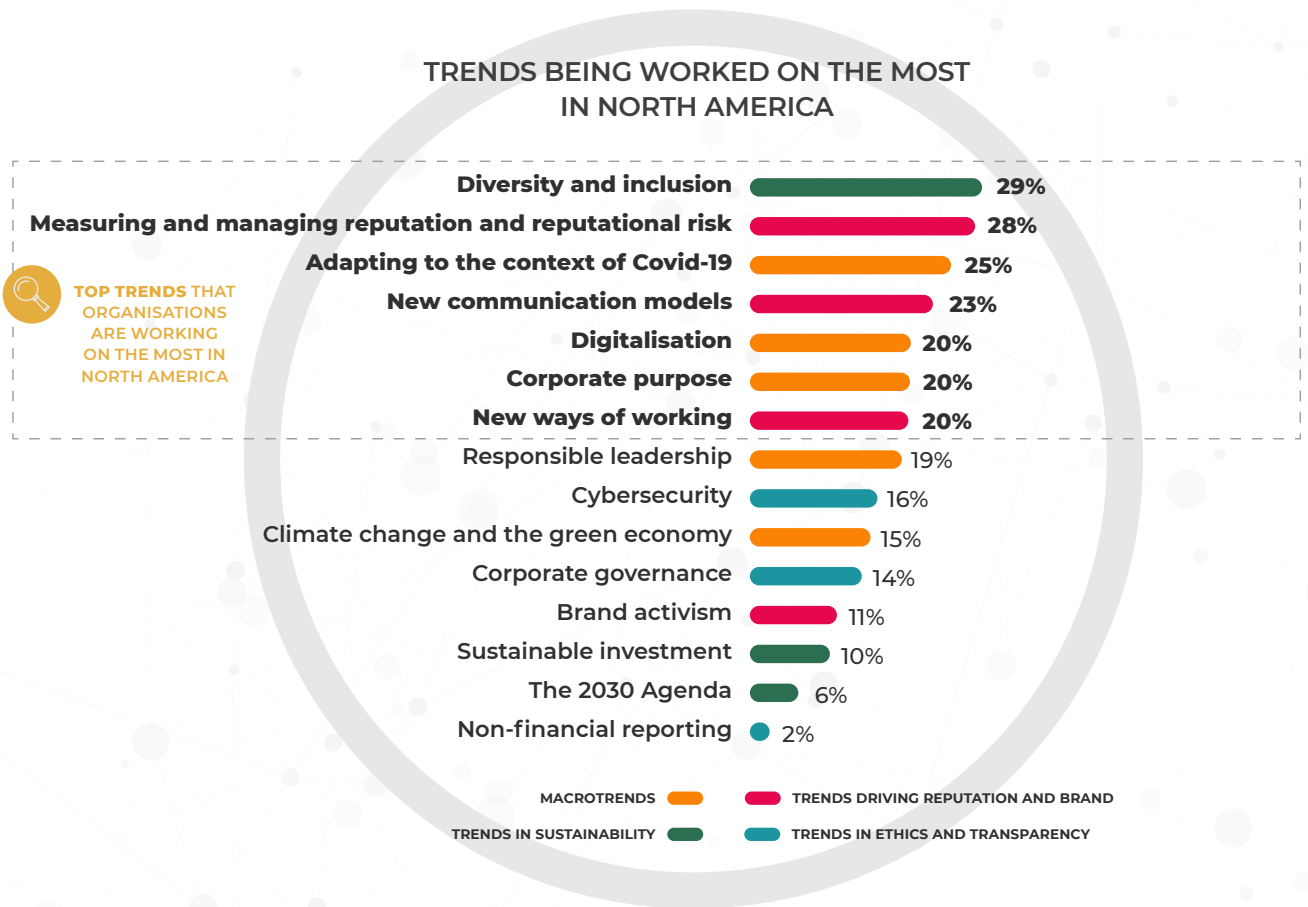
In second place, diversity and inclusion are considered “very relevant” for 27% of professionals, and this is the only analysed region in which this issue is included in the top 3 most relevant trends. Concluding the most relevant issues, we find corporate governance (8.4), adapting to the post-Covid context (8.2), new communication models (8.2) and cybersecurity (8.2).

It is worth noting that adapting to the post-pandemic context continues to be a priority in the region. Whereas in Europe only 61% of consulted executives consider this issue to be “relevant” or “very relevant”, this figure increases to 81% in North America. Furthermore, 76% expect their organisation to invest more resources in this trend over the next three years.

Moreover, the least relevant trends relate to environmental conservation and the transition towards a sustainable economy. The least relevant trend is achievement of the 2030 Agenda: 21% consider it to have “little” or “no relevance”. Similarly, sustainable investment, and climate change and the green economy occupy third and fourth position with regard to least relevant trends, with average scores of 7.3 and 7.6, respectively.

In line with global results, professionals do not consider non-financial reporting to be particularly relevant. In North America, it is the second least relevant trend with an average score of 7.0 out of 10.

Trends being worked on the most in North America



The trends being prioritised by organisations in North America are diversity and inclusion, which are being worked on as a priority by 29% of companies.

Managing reputation and reputational risk holds second place in the list of trends being worked on the most, followed by adapting to the pandemic and driving new communication models.

The trends being worked on the least are the 2030 Agenda and non-financial reporting, in contrast with Europe.

Trends in which organisations in North America are investing the most resources

TRENDS IN WHICH ORGANISATIONS IN NORTH AMERICA WILL INVEST THE MOST RESOURCES OVER THE NEXT 3 YEARS

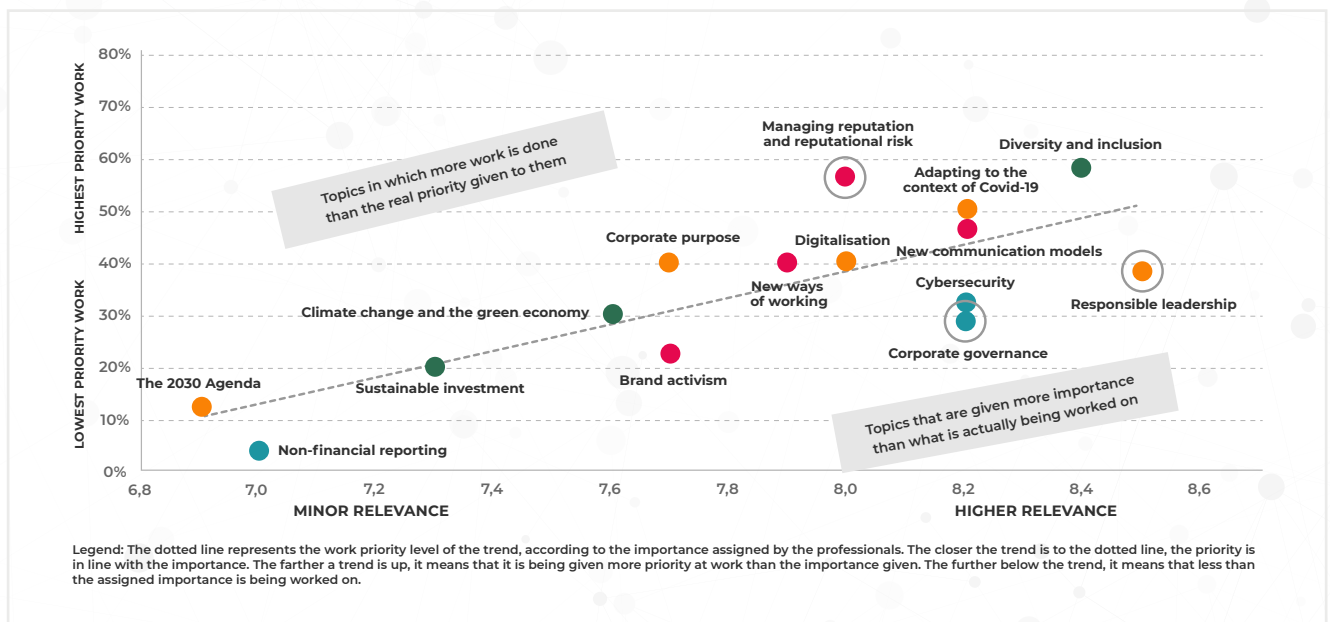


Despite not being included in the lists of priorities or trends being worked on the least by organisations in North America, professionals believe that cybersecurity is the area in which the most resources will be invested over the next three years.

Professionals in North America also expect their organisations to boost the level of resources destined to two trends relating to business transformation: new ways of working and responsible leadership.

In contrast, professionals indicate a number of areas in which their organisations will assign fewer resources. Particularly notable is that 24% will dedicate fewer resources than now to the 2030 Agenda.

IMPORTANCE AND PRIORITY OF WORK OF EACH TREND IN NORTH AMERICA



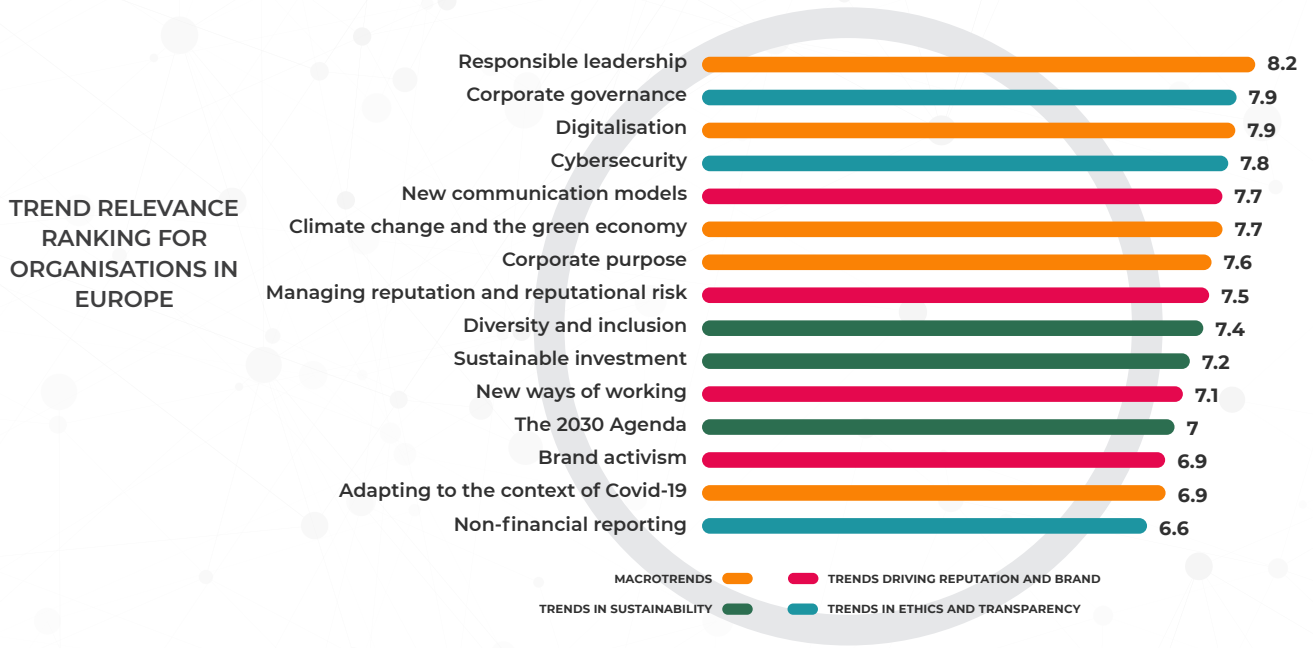
6.3 The vision of professionals in Europe

KEY TRENDS IN EUROPE		
MOST RELEVANT TREND	TREND BEING WORKED ON THE MOST	TREND IN WHICH THE MOST RESOURCES ARE BEING INVESTED
RESPONSIBLE LEADERSHIP	DIGITALISATION	DIGITALISATION

In the case of Europe, trends relating to corporate governance are being prioritised. The most notable issue in this region is the development of responsible leadership, followed by corporate governance and digitalisation.

A higher proportion of organisations in Europe are prioritising the activation of their corporate purpose. Despite this fact, they expect to invest the most resources in digitalisation over the next 3 years.

Europe stands out from other areas in that it is the only analysed region where professionals do not consider adapting to the context of the pandemic to be a priority. In terms of relevance, consulted professionals gave it a score of 6.9 out of 10, the second lowest score, and only 24% consider it to be “very relevant”. In contrast, SDG governance is a priority in this region. As with North America, this issue leads the ranking of top 3 most relevant trends for organisations.



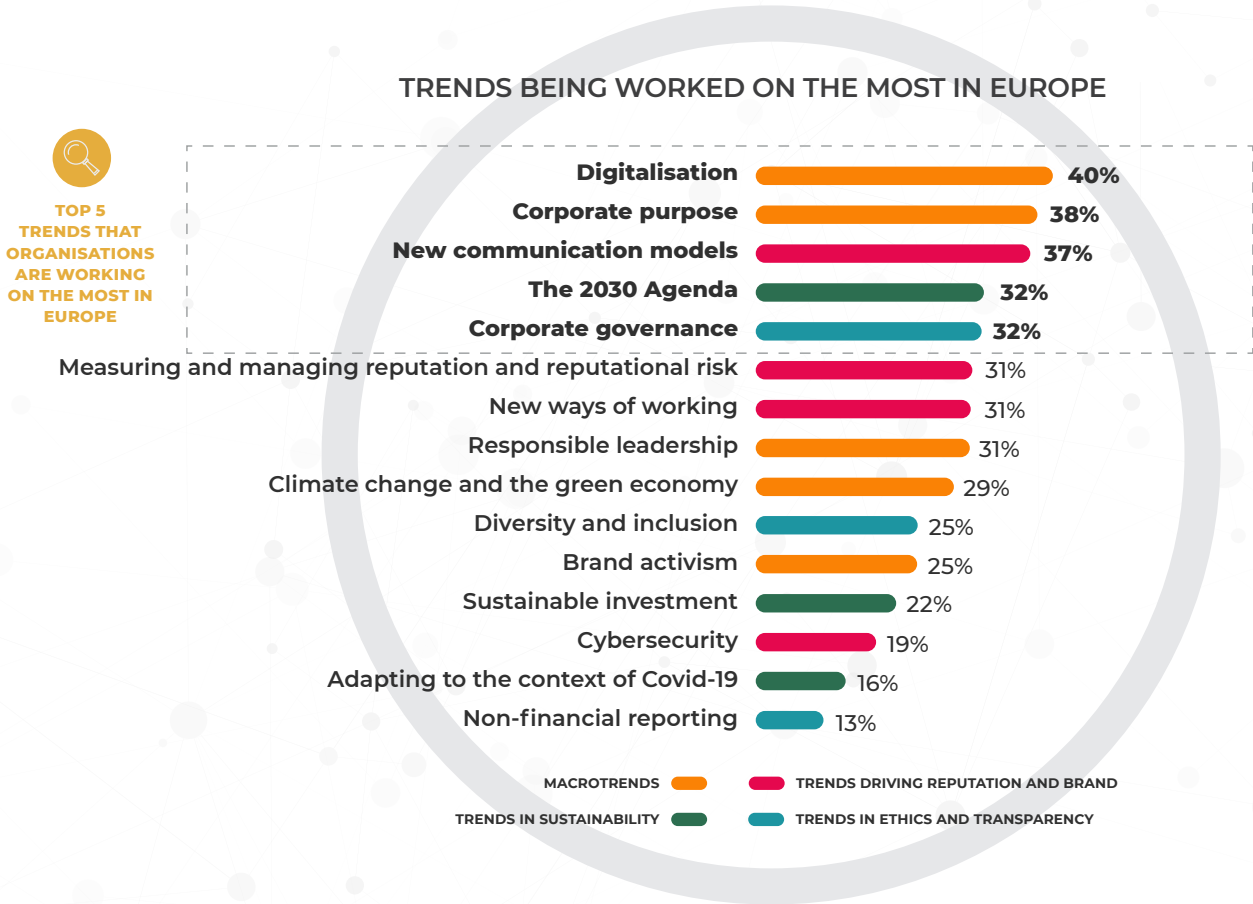
The most relevant trends in Europe relate to good corporate governance. In this regard, professionals prioritise responsible leadership: 82% consider it to be “relevant” or “very relevant” for their company.

In second place we find corporate governance and digitalisation, considered by 78% of participants as being “relevant” or “very relevant”. In the top 5 trends we find cybersecurity (76%) and new communication models (76%).

The score for adapting to the pandemic is significantly low in this region compared to global data. This result demonstrates that European organisations are focusing more on structural issues such as the transformation of responsible leadership, corporate governance and digitalisation.

The lowest scoring trend in Europe is brand activism, with a relevance score of 6.9 out of 10, lower than that of other regions such as North America which received a score of 7.7, and the global average, 7.5.

Trends being worked on the most in Europe



Organisations in Europe are prioritising 5 key areas: digitalisation, defining and activating corporate purpose, new communication models, the 2030 Agenda, and corporate governance.

With regard to global results, the presence of the 2030 Agenda is notable in Europe, with 32% of companies claiming to be working on it, compared to only 16% at a global level and, most notably, only 6% in North America.

Another key priority in Europe is ESG governance, with 32% of participants claiming to be making progress in this area, compared to only 22% at a global level and 14% in North America.

In terms of issues being worked on the least, it is worth noting that results align with those established as least relevant in European organisations. The issue being worked on the least is non-financial reporting, followed by sustainable investment, brand activism, and diversity and inclusion in the workplace. Finally, we come to adapting to the context of Covid-19. Only 25% are making progress in adapting to the pandemic, compared to 41% of companies at a global level.

Trends in which organisations in Europe are investing the most resources

TRENDS IN WHICH ORGANISATIONS IN EUROPE WILL INVEST THE MOST RESOURCES OVER THE NEXT 3 YEARS

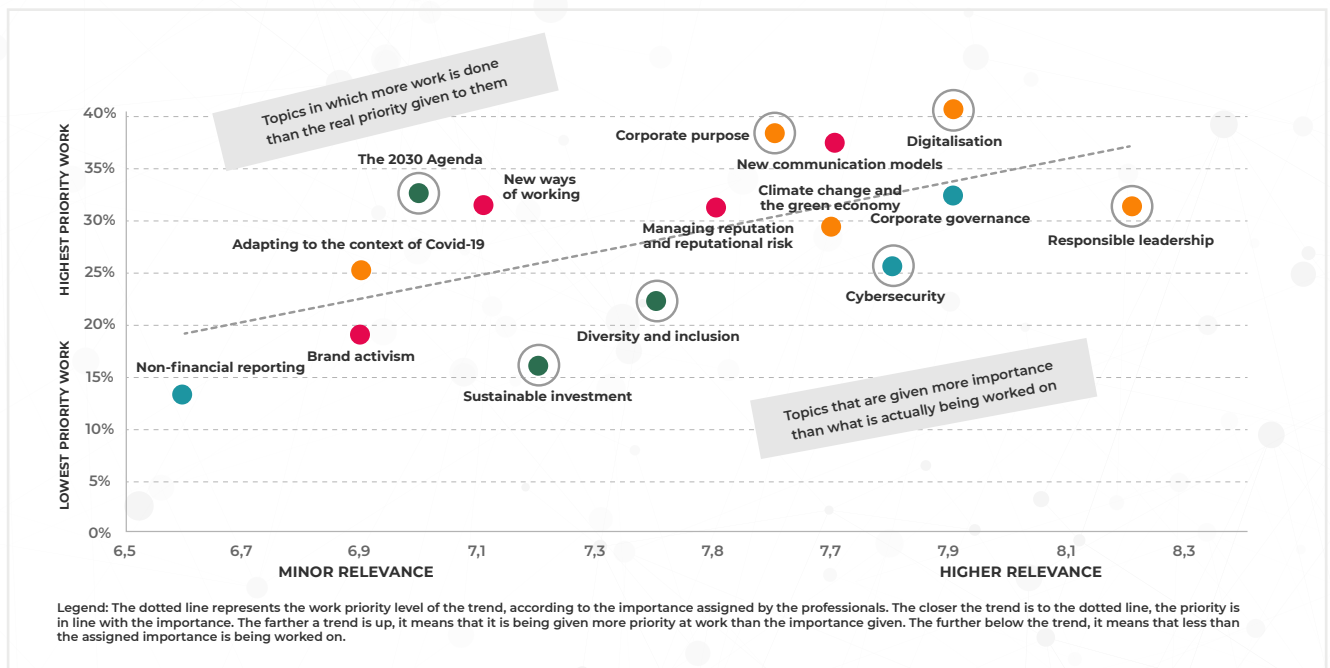


Digitalisation is not just the trend in which the European companies are working on the most; it is also the area in which the most resources will be invested over the next 3 years. 16% of professionals claim that their company will dedicate “many more” resources to driving digitalisation.

Professionals in Europe also expect their organisations to boost the investment of resources destined to business transformation in areas including communication, managing reputation, responsible leadership, and new ways of working.

In contrast, professionals indicate a number of areas in which their organisations will assign fewer resources. Particularly noteworthy is that 25% of surveyed participants believe that fewer resources will be invested in the 2030 Agenda. This implies that, despite it being a priority in which organisations in Europe are currently working, progress is not in line with the level of necessary resource investment for achieving the Sustainable Development Goals.

IMPORTANCE AND PRIORITY OF WORK OF EACH TREND IN EUROPE



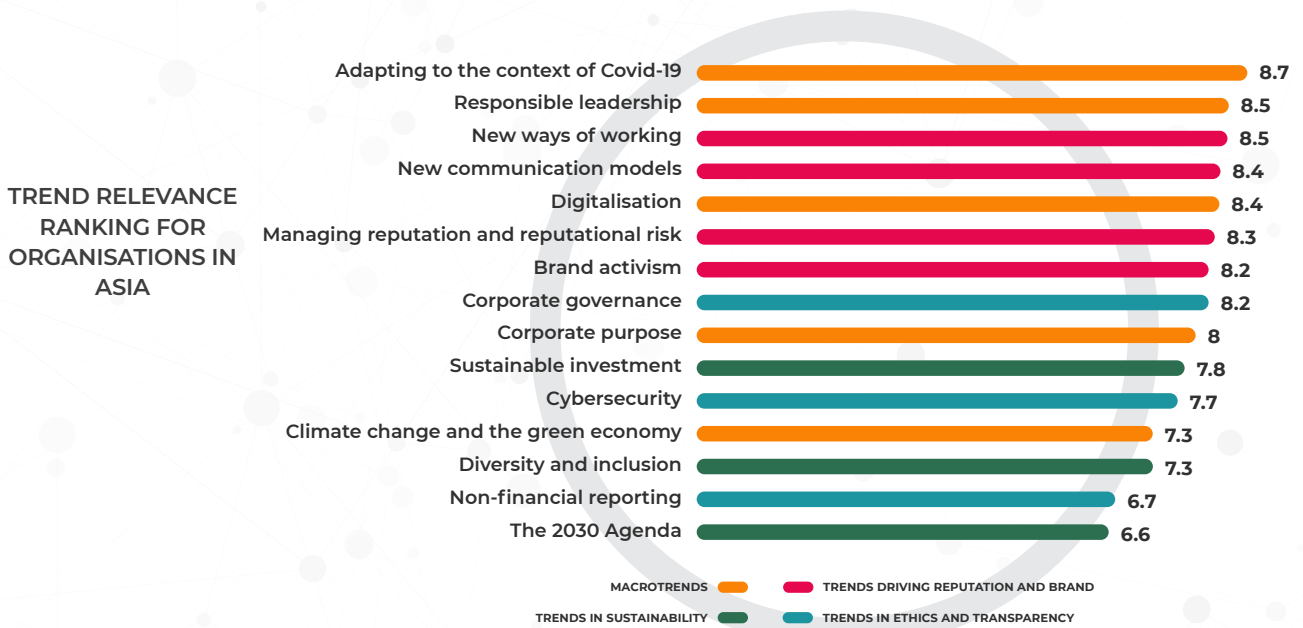
6.4 The vision of professionals in Asia

KEY TRENDS IN ASIA		
MOST RELEVANT TREND	TREND BEING WORKED ON THE MOST	TREND IN WHICH THE MOST RESOURCES ARE BEING INVESTED
ADAPTING TO THE CONTEXT OF COVID-19	DIGITALISATION	DIGITALISATION

In Asia, the most relevant trend is adapting to the pandemic, in line with international results as well as the vision of organisations in North America.

However, executives in this region are prioritising reputation and brand over other trends, in contrast to the rest of the world. The transformation of working and communication models hold third and fourth place in the ranking of priorities, with scores of 8.5 and 8.4 out of 10, respectively.

The prioritisation of reputation and brand is also consistent with the issues currently being worked on: 45% of organisation are working on managing reputation and reputational risk, whilst 42% are working on communication. Nonetheless, the trend being worked on the most in Asia is digitalisation.



In terms of relevance level, professionals in Asia highlight the primary trend as being adapting to the context of Covid-19. In fact, for 95% of professionals, it is a “relevant” or “very relevant” trend, with an average score of 8.7 out of 10. In line with European results, responsible leadership is the second most relevant trend, with a score of 8.5 out of 10.

Reputation and brand hold third and fourth position. New ways of working is “relevant” or “very relevant” for 93% of organisations, with a score of 8.5 out of 10. Furthermore, new communication models are “relevant” or “very relevant” for 87% of participants.

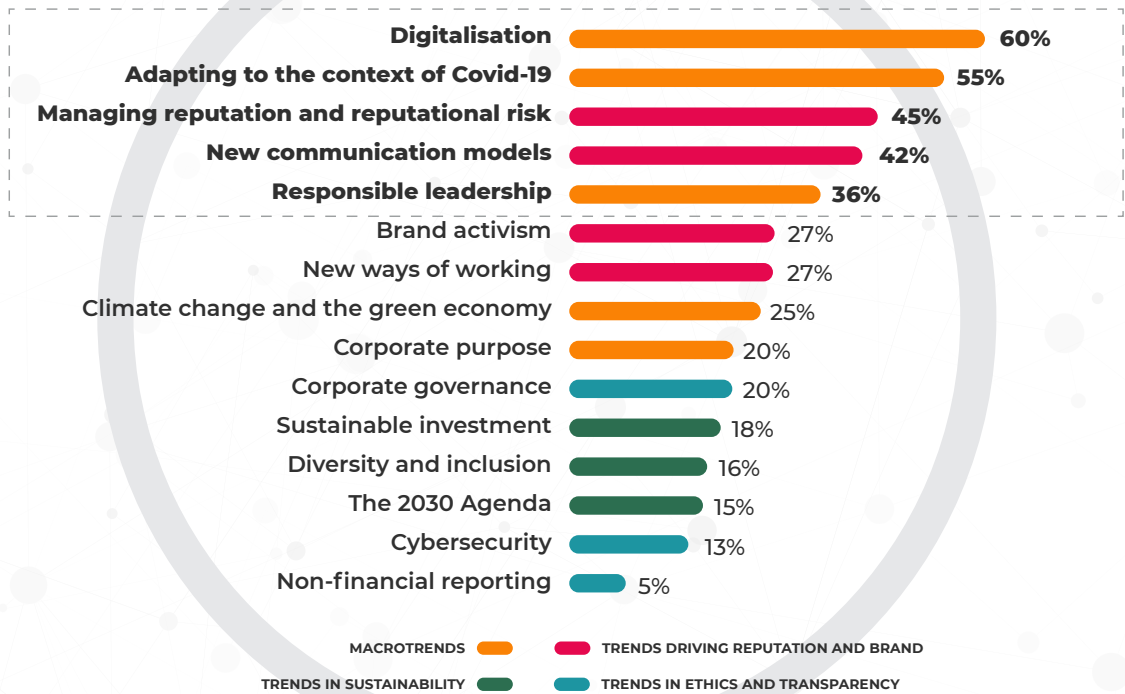
If we compare regions, sustainability is assigned a lower level of priority. With an average score of 6.6 out of 10, the 2030 Agenda is the issue being prioritised the least by professionals.

Cybersecurity stands out as the least relevant trend. In Asia, professionals scored this trend as 7.7 out of 10, whereas it received a score of 8.2 in North America. Furthermore, the management of technological risks and data protection is the fourth most relevant topic in Europe.

Trends being worked on the most in Asia

TRENDS BEING WORKED ON THE MOST IN ASIA

TOP 5
TRENDS THAT
ORGANISATIONS
ARE WORKING ON
THE MOST IN ASIA



Digitalisation and adapting to the pandemic are two of the issues being worked on the most by organisations in Asia. Firstly, 60% are currently working on the development of technological solutions to drive digital transformation. Secondly, the trend being worked on the most is adapting to the context of Covid-19. In this regard, over half of consulted executives (55%) highlight this trend as being a top priority for their company.

In line with results from other regions, we have observed that the primary trends currently being worked on are the management of reputation and brand. Consequently, 45% of executives highlight the management of reputation and reputational risk as the third most relevant trend being worked on. In fourth position we find new communication models, worked on by 42% of organisations.

In contrast, non-financial reporting is being worked on the least. Furthermore, cybersecurity stands out as occupying second position in terms of issues being worked on the least. Only 13% of organisations are currently working on this trend, compared to 16% of North Americans and 25% of Europeans. The achievement of the objectives of the 2030 Agenda (15%), diversity and inclusion (16%), and sustainable investment (18%) are being worked on the least.

Trends in which organisations in Asia are investing the most resources

TRENDS IN WHICH THE MOST RESOURCES WILL BE INVESTED BY ORGANISATIONS IN ASIA OVER THE NEXT 3 YEARS



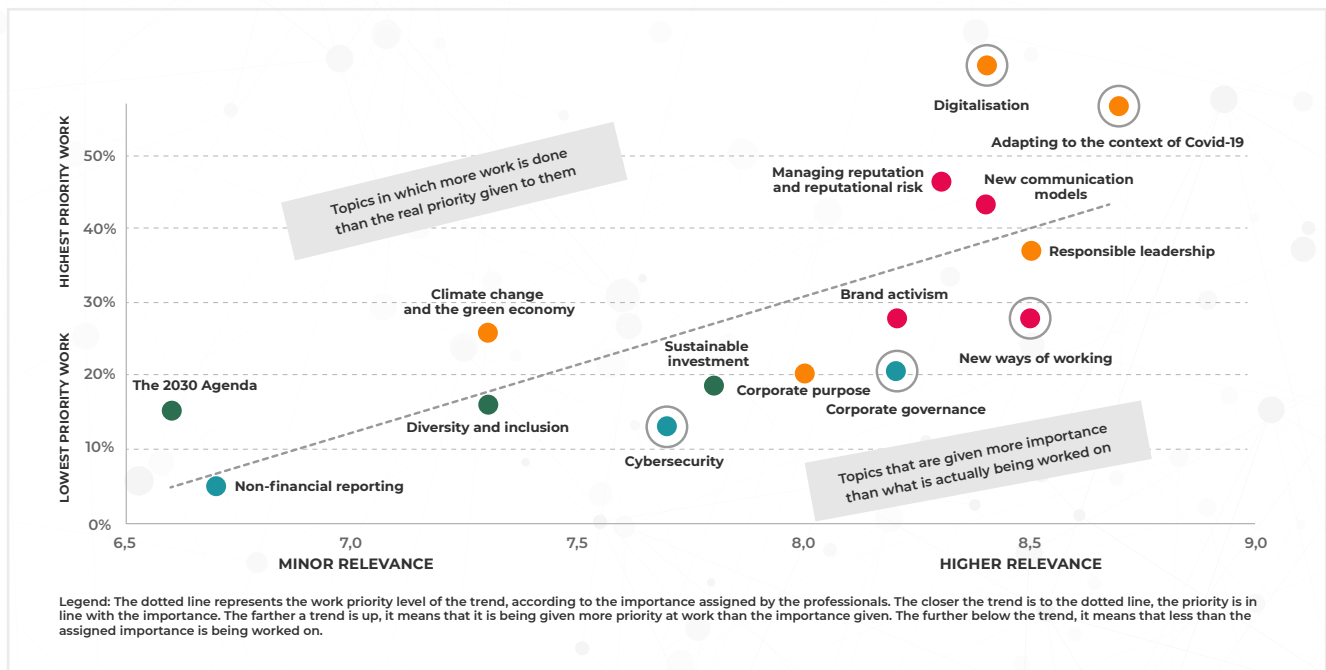
With regard to the next three years, the trends being prioritised are in line with international results. Digitalisation is being prioritised above other issues, with 95% of professionals expecting an increase in the level of invested resources and efforts.

In second and third place, in terms of future investment, we find adapting to remote work, organisational transformation, and responsible leadership.

Concluding the top 5 trends expected to receive the most investment over the next three years, 79% of participants anticipate increased investment in the definition and activation of corporate purpose and in the measurement and management of reputation.

As with other regions, the areas of non-financial reporting (47%), climate change and the green economy (58%), diversity and inclusion (61%), and the 2030 Agenda (63%) are expected to receive the lowest level of investment over the coming years.

IMPORTANCE AND PRIORITY OF WORK OF EACH TREND IN ASIA





TOP 15 TRENDS WORLDWIDE A GLOBAL PERSPECTIVE

APPROACHING THE FUTURE
TRENDS IN REPUTATION AND INTANGIBLE
ASSET MANAGEMENT



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