

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 demonstrate the impact of purpose on business (34.7%).


- #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%).


- #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%).


- #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%).


- #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%).


- #6** **More than a third of organisations (34%) are actively managing their reputation and reputational risk.** 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%).


- #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.


- #8** **Stakeholder trust 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%).


- #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%).


- #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%).


- #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%).


- #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.






- #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%).


- #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%).


- #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.


- #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%).



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

