

Oxford-GlobeScan

# Global Corporate Affairs Survey

2024 Survey Report





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# 1. Introduction

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This is the fifth annual Oxford-GlobeScan Global Corporate Affairs Survey Report which provides the latest overview of opinions, trends, and challenges through the lens of Corporate Affairs practitioners from around the world. This report captures the views and insights of 227 senior professionals who were surveyed in March 2024 on issues and themes of relevance to the function.

The University of Oxford and GlobeScan formalised a partnership in 2019 to deliver enhanced insight into the roles, responsibilities, challenges, opportunities, and themes facing leading global Corporate Affairs professionals. The primary purpose of the partnership is to generate valuable research findings for organisations, senior executives, and Corporate Affairs leaders through a regular 'pulse' of novel, timely, and data-driven insights about the evolution of the Corporate Affairs agenda.

Oxford University's Saïd Business School is home to the Corporate Affairs Academy ('the Academy'). Each year, the Academy invites leaders from the Corporate Affairs, Corporate Responsibility, Corporate Communications, Community Engagement, and Investor Relations functions of major corporations worldwide to spend time discussing critical trends, themes, and insights of relevance to organisational stakeholder engagement. By way of example, over the last five years, discussion threads have emerged around organisational purpose, stakeholder engagement, corporate activism, and advocacy. In the first 12 years since its founding in 2011, the Academy has hosted over 250 leading professionals from Asia, Australasia, China, Russia, Europe, the Middle East, Africa, Scandinavia, and the Americas. Each year the Academy publishes a summary of its discussions in a white paper which is available through the Corporate Affairs Academy website.

GlobeScan is an insights and strategy consultancy specialising in reputation and sustainability. GlobeScan applies social science methodologies to help companies understand and respond to the concerns and expectations of their stakeholders and build the trust needed to lead the future. GlobeScan was established in 1987 and has offices in Cape Town, Hong Kong, Hyderabad, London, Paris, San Francisco, São Paulo, Singapore, and Toronto.

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## 2. Executive summary

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These are the key findings of the 2024 Oxford-GlobeScan Global Corporate Affairs Survey:

- For the second year running, **Corporate Affairs professionals see geopolitical risk and uncertainty as the most pressing short-term risk to global businesses** as the war in Ukraine grinds on, East-West tensions continue, and a new conflict in the Middle East begins. Climate change and the impact of macro-economic issues remain second and third, respectively. These top three risks have remained consistent over the past year, but those around the impact of AI and the rise of populism have increased dramatically. This has de-emphasised last year's highlighted concerns regarding supply chain issues and community relations as companies hunker down in the face of strengthened economic and political headwinds.
- In spite of the risks, opportunities for business abound. **Corporate Affairs professionals believe innovation and AI, adaptation to climate-related issues, and the energy transition offer the biggest positive scope to their businesses.** However, the latter two have fallen some way behind in importance this year.
- Recent years have seen **the continuing rise of ESG priorities as well as associated risks and concerns**, and this year climate change mitigation and adaptation once again tops the list of these issues for businesses followed by governance and ethics and inclusivity/diversity within businesses, continuing a trend since 2021. In a deeper dive into ESG and changing political winds, it is clear how inextricably linked these two touchpoints have become.
- **The perception that political populism is an increasing risk for business has been on an upward trend since 2020**, and this year almost half believe it is a very high risk for their business. Asked for the first time this year, nearly four in ten see rising authoritarianism as a very high risk, commonly impacting stakeholder strategies through reduced stakeholder dialogue and altered engagement approaches. But in the eyes of Corporate Affairs professionals, political populism continues to pose a greater risk to their businesses than authoritarianism.
- **The degree to which Corporate Affairs leaders see the ESG landscape varies significantly by region.** A majority of North Americans report seeing increased resistance to ESG, while pluralities in Africa and Asia see reduced resistance to ESG. And while concern about greenwashing remains high, Corporate Affairs professionals overwhelmingly see ESG commitments and communications as an opportunity rather than a risk.
- Building the capacity of the Corporate Affairs function is still an evolving process and has brought further shifts in focus this year. **Stakeholder engagement is the fastest-growing responsibility within the Corporate Affairs function.** This key element together with broader reputation risk management continues to gain prominence within the function, while addressing climate risk has started to lose traction.
- **Nearly half of Corporate Affairs professionals say they have at least somewhat adopted AI into their work**, while significantly fewer feel they have enough support from their IT teams to do so. More than a quarter say they use AI for research purposes, with other applications mentioned such as helping draft initial content or jump-starting ideas. Strategic use of this new technology is so far taking a back seat to tactical considerations.

### 3. Big picture context

#### The risks

Since the 2023 survey, the existing tensions and uncertainties brought about by the war in Ukraine and East-West frictions have become more embedded and have been exacerbated by the conflict in Gaza and worries over the outcome of elections in many countries around the world. As in previous years, the 2024 survey asked Corporate Affairs practitioners to identify several risks for global business, and unsurprisingly geopolitical risk and uncertainty is by far the most pressing concern. Geopolitical risk tops the list for the third year running, with 70 percent of respondents citing it as their top concern, up considerably compared to last year. (See Figure 1.)

Geopolitical risk is the top short-term risk in every region except for Latin America, where climate change is the most pressing. Climate change continues to be the second-highest risk to respondents globally, but by sector it is seen as a lesser risk than the impact of macroeconomic pressures on business in ICT and Media and Entertainment. Macroeconomic worries remain in third place overall but are down significantly compared to last year.

**Figure 1**

Short-term risks to global business as identified by Corporate Affairs professionals

*Open-ended, re-coded, total mentions*



*'[We are seeing] political short-termism and brand volatility amplified by social media.'*

Respondent from the UK

*'Breakdown of international collaboration and increased isolationism'*

Respondent from the UK

*'Disruptions due to global political conflicts and wars'*

Respondent from South Africa

Even as the top three risks have remained broadly consistent over the past year, those around the impact of AI and the rise of populism have increased. The rise of populism and its associated social and political divide in particular is seen to be an increasing risk

(up by 15 percentage points from last year) and is cited as the third most significant risk in both Europe and North America. The impact of AI and technology is now the fifth-biggest short-term risk to global business, up in ranking from 10th position in 2023.

## The opportunities

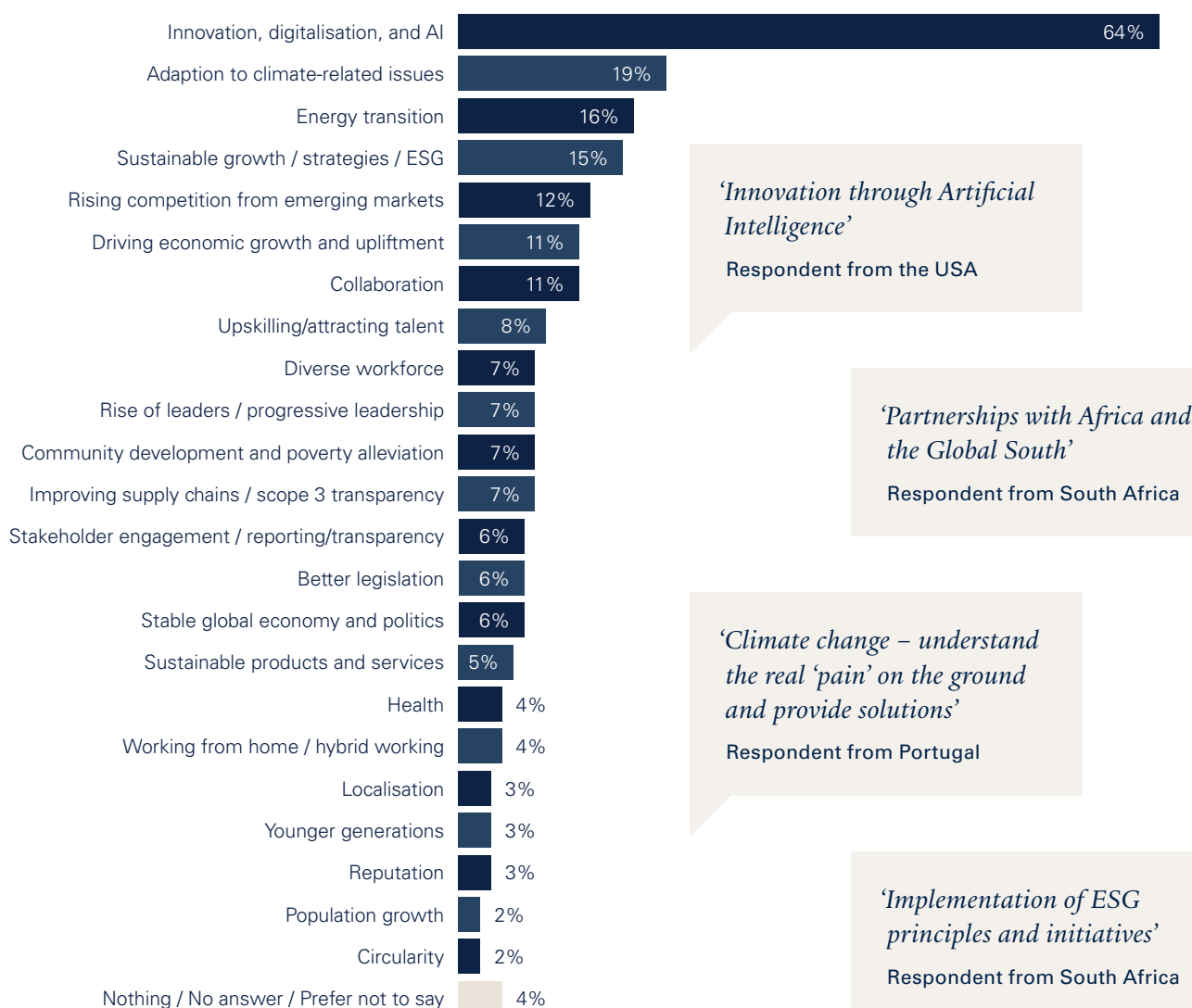
While the impact of AI and technology is seen as a rising risk to business, Corporate Affairs professionals also report that innovation and AI offer the biggest opportunity, a seemingly contradictory finding that will be examined later in this report. The ability to

adapt and pivot to climate-related issues, along with the energy transition, are seen as the second and third biggest opportunities for global businesses, respectively. (See Figure 2.)

**Figure 2**

Short-term opportunities for global business as identified by Corporate Affairs professionals

*Open-ended, re-coded, total mentions*



It is important to note that while the three biggest opportunities mentioned previously have remained consistent between the 2023 and 2024 surveys, innovation, digitalisation, and AI has accelerated significantly over the last year, increasing from 51 percent in 2023 to 64 percent in 2024. Climate-related issues, although still in second place, has been trending downward year on year.

Geographically, the top three opportunities appear within the top five opportunities reflected in every region except in Asia-Pacific for energy transition. Exceptions in terms of relative ranking are seen in Africa where collaboration replaces climate issues in second place, in Latin America where the energy transition comes second, and in Asia-Pacific where contributing to improved health is ranked as a third-placed opportunity. The rising competition from

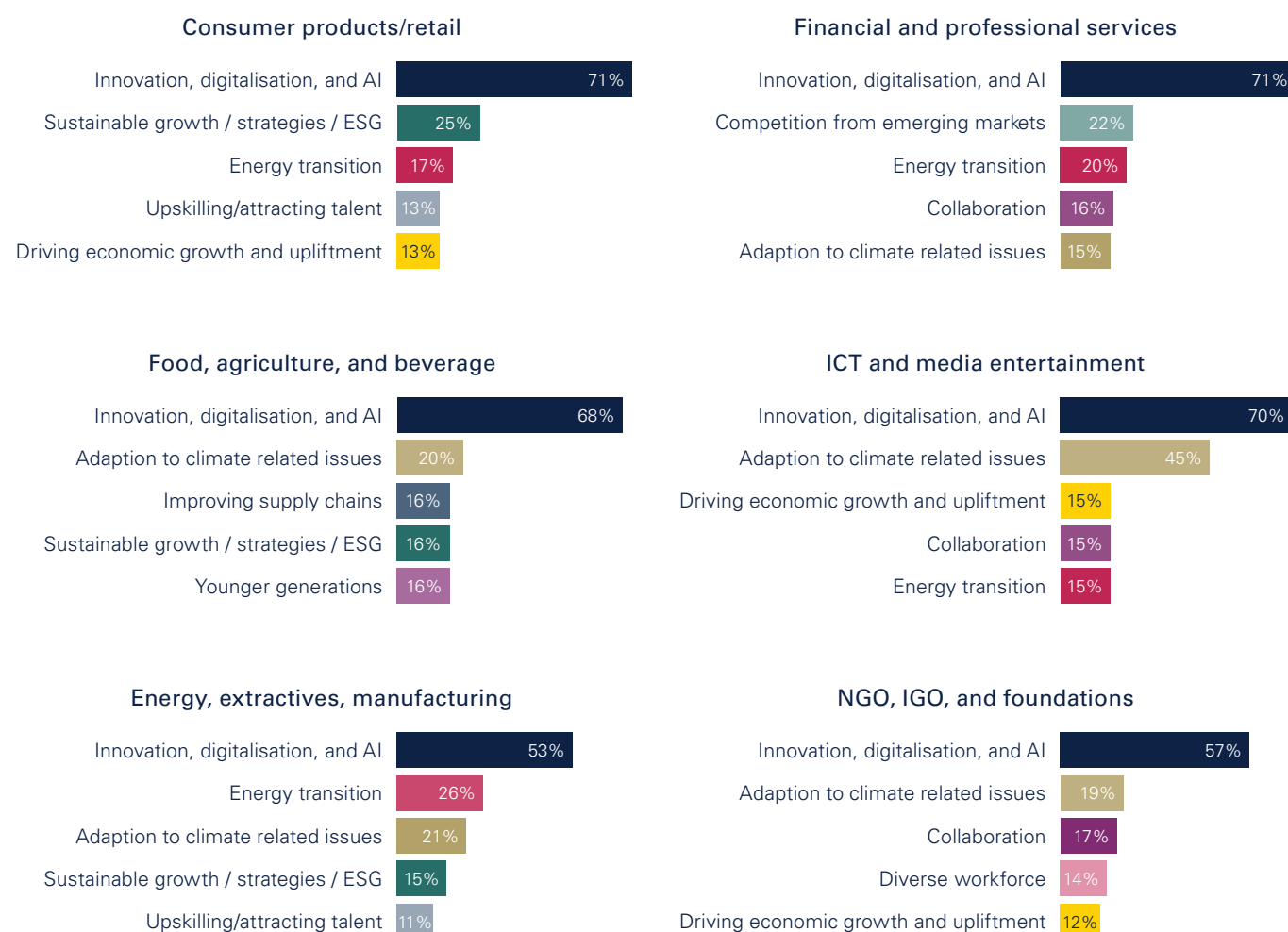
emerging markets in terms of labour and economic prosperity is an opportunity mentioned for the first time this year.

Reflecting the global and regional consensus, innovation, digitalisation, and AI is the top opportunity in all sectors. It is noteworthy that the sectoral view of the biggest opportunities for global business shows greater variance and diversity compared to regional views. Upskilling and attracting talent is seen in the top five opportunities mentioned by the Consumer Products/Retail sector and in the Energy, Extractives, and Manufacturing sector. Changing operational environments and especially the introduction of digitalisation in these sectors necessitate a greater focus on ensuring that the workforce is appropriately skilled. (See Figure 3.)

**Figure 3**

### Short-term opportunities for Corporate Affairs vary across sectors

*Open-ended, total mentions, by sector, 2024*



## 4. Changing political winds

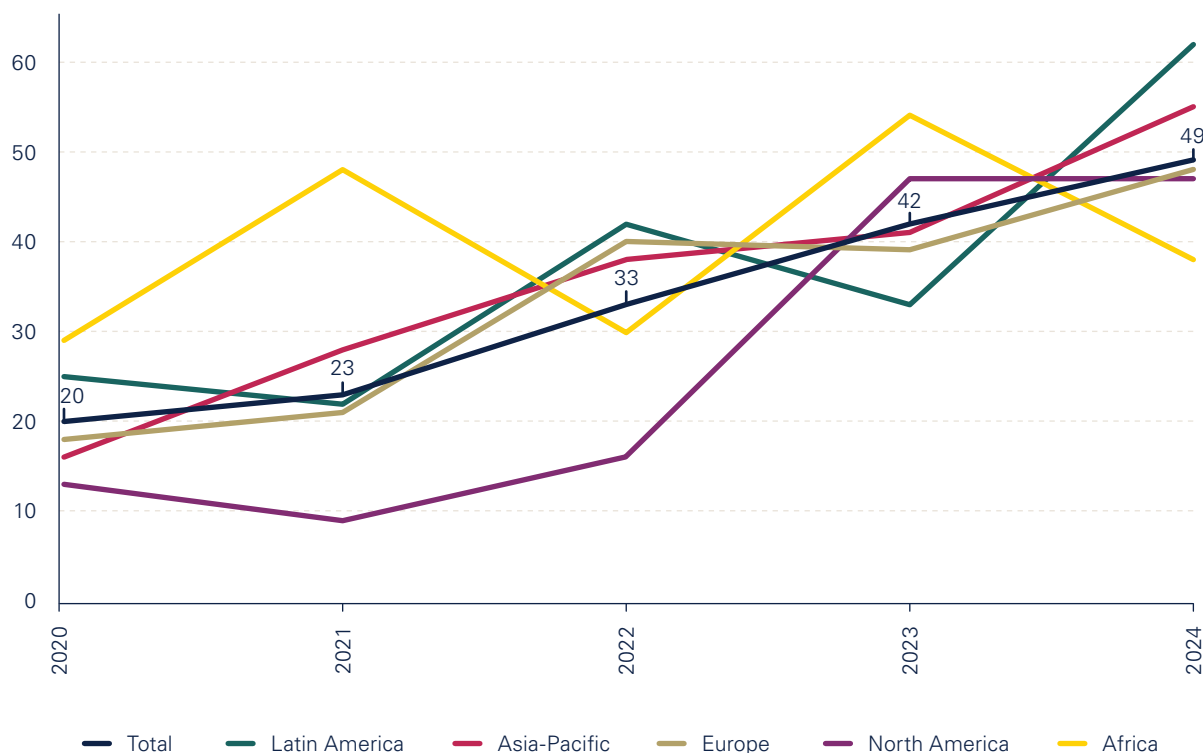
The perception that political populism is an increasing risk for business has been on an upward trend since 2020 and has continued into 2024 with almost half believing it is a very high risk for their business. Perceptions around risk vary by region, however Corporate Affairs professionals in Africa say that

polarisation presents less of a risk to their business this year than in 2023, perhaps due to fewer elections taking place across the continent. In contrast, Latin American businesses saw a sharp increase in perceived risk, likely as elections loomed large in several countries. (See Figure 4.)

**Figure 4**

Risk of political populism to your company

'Highest risk' (6+7 on a 7-point Scale), 2020–2024



**49%**

believe increasing political populism is a very high risk to their business

Q2.1 There has been increasing attention paid to political populism across the world, and to a growing trend toward polarisation within society. To what extent do you consider this evolution to be a risk for your company specifically? (2020: n=195; 2021: n=228; 2022: n=221; 2023: n=109; 2024: n=227)



## The rise of authoritarianism

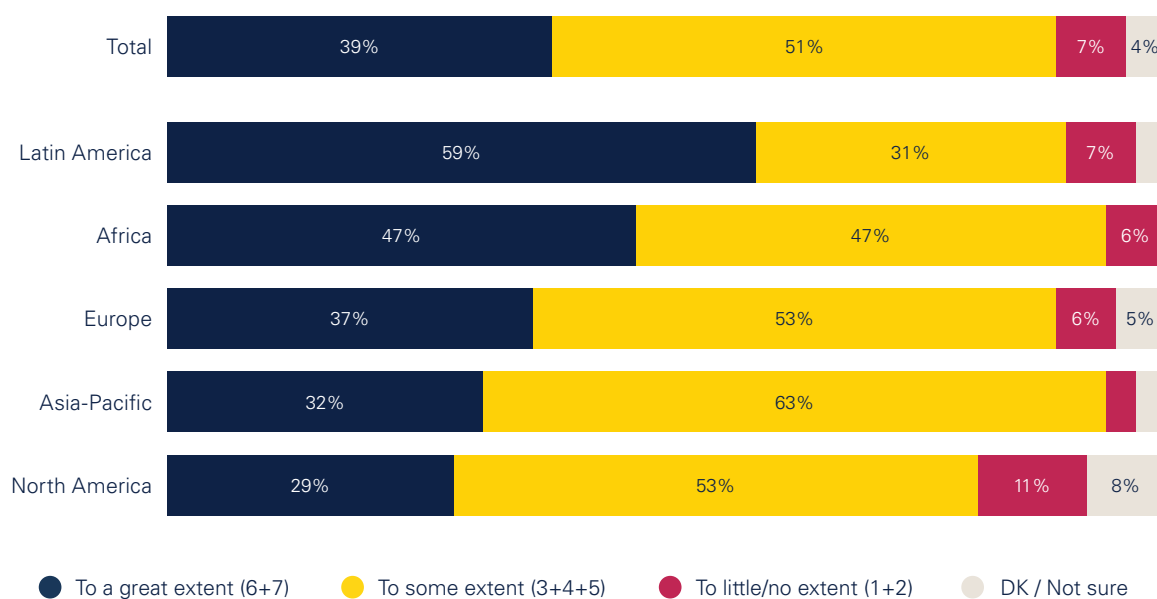
We posed the question around the rise and impact of authoritarianism for the first time this year, and the progression of populism into authoritarianism is now a real concern. Globally, nearly four in ten Corporate

Affairs practitioners report that they believe the rise of authoritarianism is an evolving risk to their company specifically. (See Figure 5.)

**Figure 5**

### Risk of rising authoritarianism to your company

7-point scale, by region, 2024



**39%** believe increasing authoritarianism is a very high risk to their business

Q2.7 Across many regions we have seen a rise in authoritarianism which may impact the way in which governments operate and engage. To what extent do you consider this evolution to be a risk for your company specifically? (n=227)

In all regions except Africa, Corporate Affairs professionals say that political populism poses a greater risk to their business than authoritarianism, with nearly four in ten seeing rising authoritarianism as a very high risk to their businesses. When looking at authoritarianism as a risk to business, 59 percent of Corporate Affairs professionals in Latin America see authoritarianism as a risk 'to a great extent' while there is significantly less concern in North America.

## Impact of rising authoritarianism on stakeholder engagement

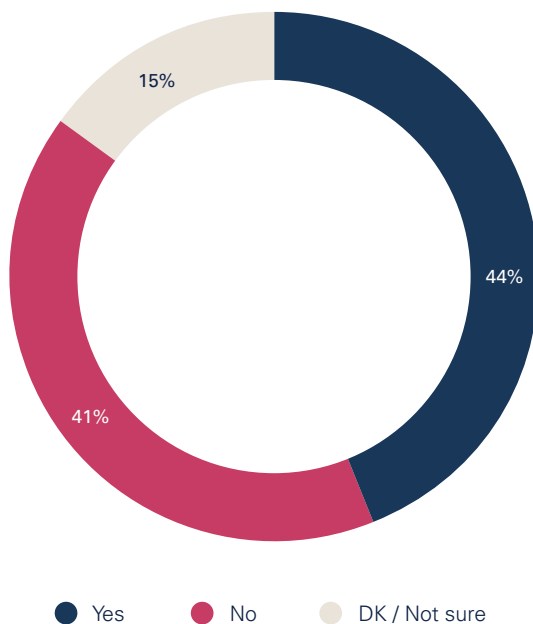
The growing concern about the rise of authoritarianism could be having an impact on how companies think about their engagement strategies. There is almost an even split between those who say they feel the

impact of political authoritarianism on their stakeholder engagement strategy and those say they do not. (See Figure 6.)

**Figure 6**

### Political authoritarianism impacting stakeholder strategy

All respondents, 2024



*‘The change in political culture is stifling debate and putting stakeholders off dialogue. Poor quality political leadership is prevailing, and this alienates people from politics.’*

Respondent from South Africa

*‘At a minimum, it requires more indirect framing of key issues as even terminology used can trigger negative reactions. At worst, it is pushing conversations back decades.’*

Respondent from Switzerland

*‘It is very difficult to manage in-country expectations in authoritarian states versus global expectations.’*

Respondent from the UK

Q2.8 Is political authoritarianism impacting your stakeholder engagement strategy? (n=227)

Q2.9. How is political authoritarianism impacting your stakeholder engagement strategy? (n=101)

The most common way authoritarianism impacts Corporate Affairs when it comes to stakeholder engagement strategies is via reduced stakeholder dialogue, especially in Africa and Latin America, and through altered engagement approaches in every other region as a result of authoritarian governance. (See Figure 7.)

Regions in the Global South that are seeing increased authoritarianism, including Africa, Latin America, and Asia-Pacific, are also experiencing weakening institutions and regulatory standards which is adversely affecting business confidence. In the Asia-Pacific

region, there is also a notable tendency, more so than in other regions, to balance relations with major powers to ensure businesses remain resilient amid shifting political dynamics. In Europe, with the upcoming European elections and an anticipated increase in populist and right-wing representation, ESG initiatives have recently faced reconsideration, affecting dialogue and highlighting the need to navigate both sides of the political spectrum.

**Figure 7**

Political authoritarianism impacting stakeholder engagement strategy varies across regions

*Open-ended, total mentions, by region, 2024*

#### Africa

1. Reduced dialogue / breakdown in conversations	25%
2. Weakening of institutions / standard checking	19%
3. Changed approach/engagement	13%

#### Latin America

1. Reduced dialogue / breakdown in conversations	21%
2. More centralised control	14%
3. Weakening of institutions / standard checking	14%

#### Asia-Pacific

1. Changed approach/engagement	22%
2. Weakening of institutions / standard checking	22%
3. Playing both sides	22%

#### North America

1. Changed approach/engagement	19%
2. Reduced dialogue / breakdown in conversations	19%
3. Received more criticism/backlash	13%
3. More centralised control	13%

#### Europe

1. Changed approach/engagement	16%
2. Reduced dialogue / breakdown in conversations	14%
3. Playing both sides	11%

Q2.9 How is political authoritarianism impacting your stakeholder engagement strategy? (n=227)

## 5. Evolving ESG priorities, risks, and responses

Over the past five years, we have monitored the evolving landscape of ESG priorities and issues. Three priorities have risen to the top consistently over the years, namely climate change mitigation and adaptation (including net zero) as the unassailable top priority, governance and ethics as the second most important priority, and driving inclusivity and diversity as the third most important priority or issue. (See Figure 8.)

It is also worth noting that inequality in society and reporting and disclosures are rising issues that are more prominent this year, with the latter likely driven by the new regulatory requirements taking effect in 2023 and 2024 while a greater focus on addressing inequality stems from the global cost of living crisis.

*‘Meeting governance needs of a diverse cohort of donors.’*

Respondent from the UK

*‘Social issues, human rights, and inequality [is our top issue].’*

Respondent from South Africa

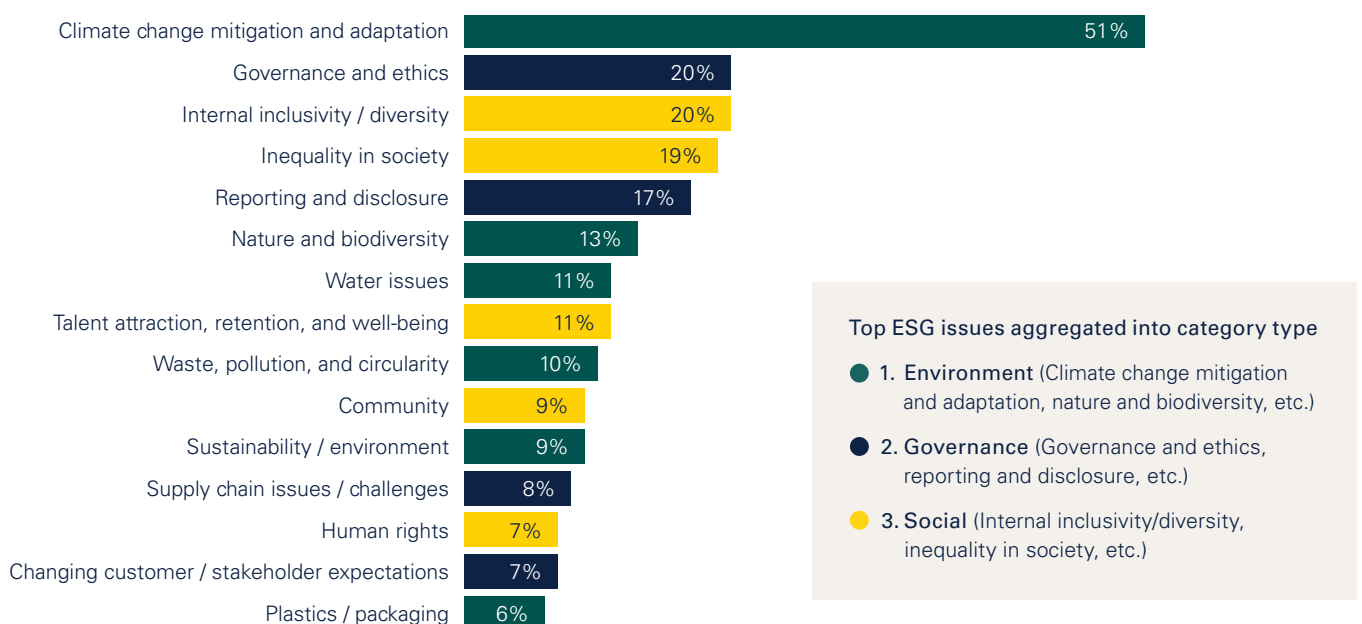
*‘Actively engaging in initiatives that support education, enhance workforce development, and support community development programs that help with women and youth empowerment while ensuring our business practices respect human rights across all operations.’*

Respondent from Singapore

**Figure 8**

### Top ESG issues for your organisation

Open-ended, total mentions, top 15, 2024





## Regional variance is more prominent

A new question posed in the survey this year asked Corporate Affairs practitioners to provide some insights into how they rank Environmental, Social, and Governance in terms of reputational risks that it holds for their companies.

Globally, the ranking is Environment at 39 percent, Social at 31 percent, and Governance at 29 percent. However, a high degree of variability is present across

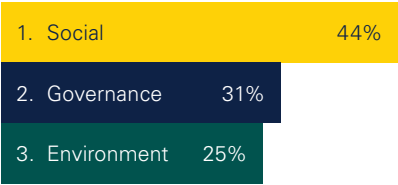
regions. In Africa, Social is ranked as a top risk in the context of the developmental agenda, poverty, and a need to invest in communities. In Europe, Environment is ranked first (and is where we see the resonance of the EU’s Green Deal) while Governance tops the ranking in North America, followed by the Environment. The trend in North America could potentially be linked to the politicisation of ESG and a general loss of trust in institutions. (See Figure 9.)

**Figure 9**  
Perceptions of environmental, social, and governance in terms of reputational risks  
*Highest reputational risk, given top ranking, by region, 2024*

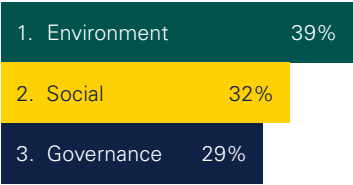
### Global ranking of ESG for reputational risk



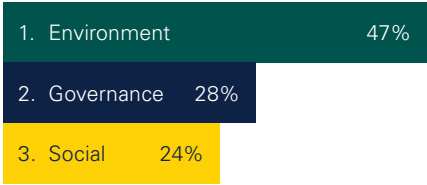
#### Africa



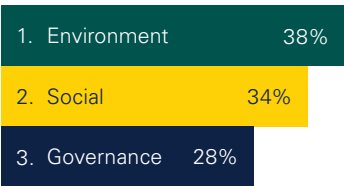
#### Asia-Pacific



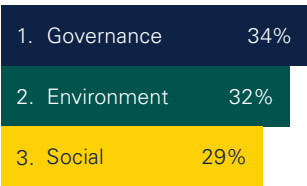
#### Europe



#### Latin America



#### North America



*‘[We are concerned about] reaching our carbon footprint reduction targets.’*

Respondent from South Africa

*‘[A focus is the] SEC/EU new frameworks for data disclosure.’*

Respondent from Brazil

Q1.4 Please rank Environment, Social, and Governance from highest to lowest in terms of reputational risk to your business. (n=227)

A key finding, therefore, is that having a global, one-size-fits-all approach is no longer appropriate, and it is important to acknowledge regional variance and localise strategies.

## ESG and greenwashing

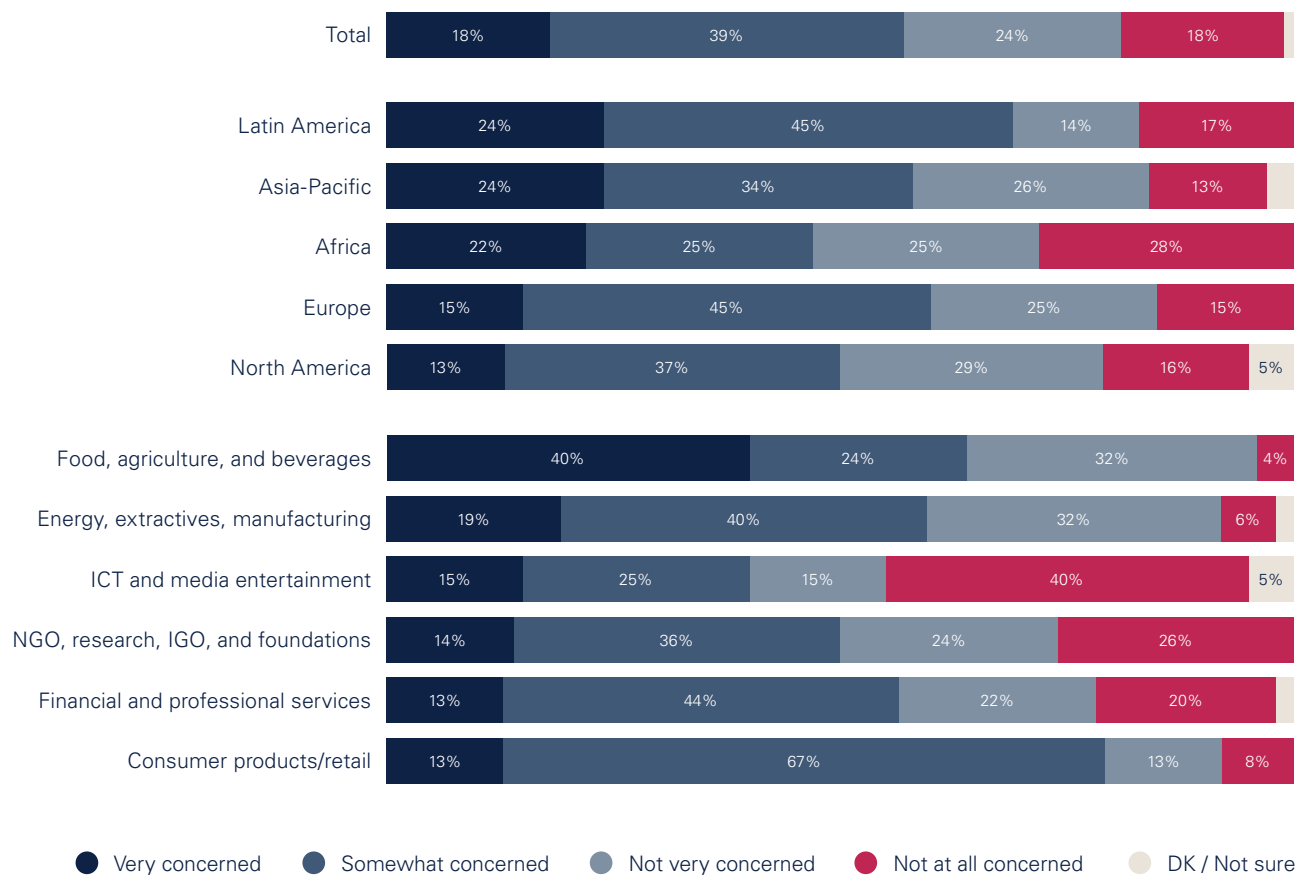
Along with commitments to ESG, its principles, and demands comes the perennial issue of maintaining authenticity in action and communication. Despite a slight reduction since 2023, greenwashing concerns remain high with the majority of Corporate Affairs

professionals being either 'very' or 'somewhat' concerned, and with Latin America showing the most concern of all regions. Consumer Products/Retail and Food, Agricultural, and Beverages are the most concerned sectors. (See Figure 10.)

**Figure 10**

**Level of concern about greenwashing allegations**

*4-point scale, by region and sector, 2024*



Q23. How concerned are you about your organisation being accused of greenwashing (that is, over-communicating or exaggerating about social and environmental commitments or performance)? (n=227)

In this year's survey, we delved deeper to understand how concerns about greenwashing played out in both approaches and actions. We asked Corporate Affairs practitioners who are concerned about their companies being accused of greenwashing whether they have taken any of the following steps, namely increasing the focus on social and environmental performance, looking to third-party partners to communicate about their organisation's social and environmental performance, and/or whether they simply communicated less about social and environmental issues.

Most actions resulting from addressing greenwashing concerns revolve around increasing focus on social and environmental performance, with only 16 percent of respondents resorting to 'greenhushing.'

*'ESG communications have erred on the side of pragmatism and a severe reduction in 'greenwashing' by companies.'*

Respondent from South Africa

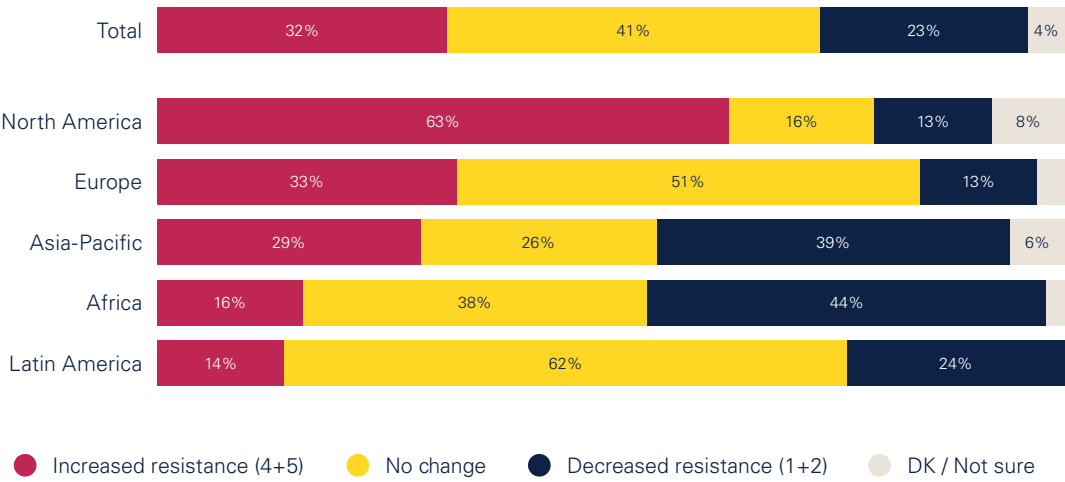
## ESG pushback is real

Over the past year or so, there has been a negative reaction to ESG from the right. Some might even say that this backlash is aimed at walking back the progress that has been made in this area.

We set out to gauge this phenomenon and asked respondents whether they have experienced more

or less resistance to ESG in their regions. Globally, 32 percent reported increased resistance and 41 percent reported no change, while 23 percent saw decreased resistance. (See Figure 11.)

**Figure 11**  
Degree to which Corporate Affairs professionals experience resistance against ESG in their region  
5-point scale, by region, 2024



Q23.5 Are you seeing more resistance against ESG in your region? (n=227)

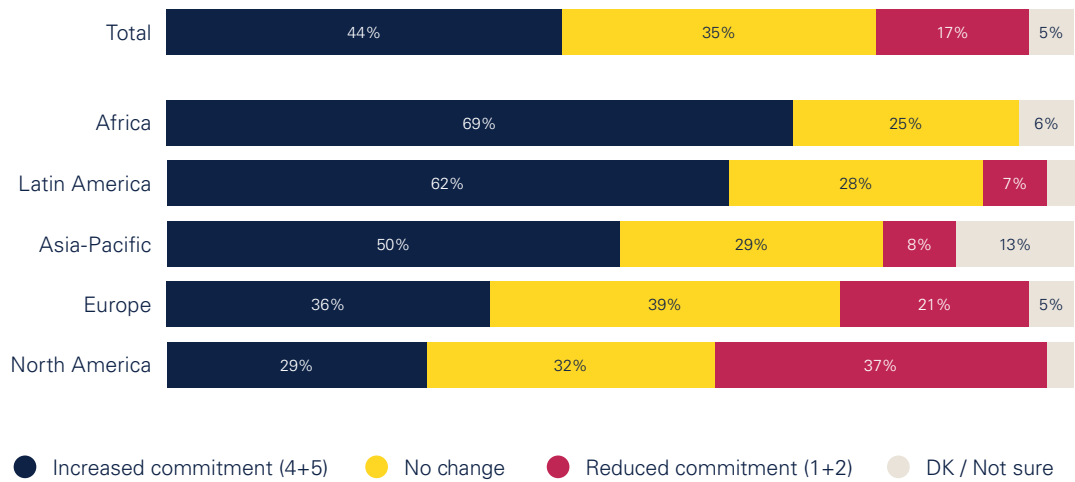
Resistance to ESG varies greatly by region. Corporate Affairs practitioners in North America (63%) and Europe (33%) report higher levels of resistance, while Asia-Pacific and Africa are seeing a reduction in resistance to ESG.

In an effort to understand the source or origin of the perceived resistance, we tested the hypothesis that the pushback is a result of political pressure, and whether it has resulted in an increase or reduction in ESG commitment. Not surprisingly, Corporate Affairs practitioners based in North America report that they have experienced a high degree of reduction in commitment, and this ties back to the finding that practitioners in North America have experienced increased levels of resistance. (See Figure 12.)

On the contrary, political pressure has resulted in increased commitment across Africa, Latin America, and Asia-Pacific. This trend could be attributed to the fact that these regions have been somewhat slower in pivoting toward ESG, but the reason could also be that market conditions and governmental views create a positive climate for ESG.

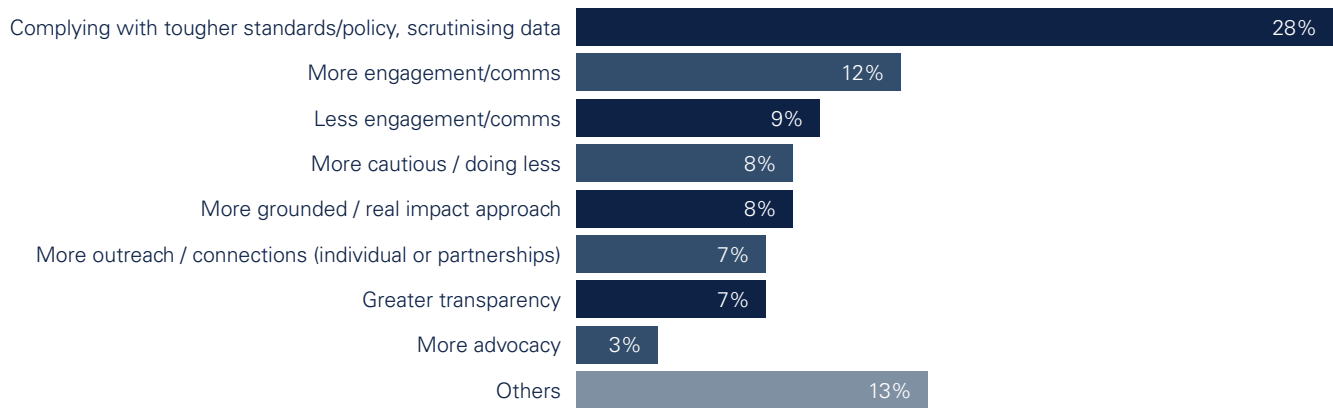
While degrees of resistance to ESG vary, its politicisation has not resulted in a clear reduction in ESG-related communications over the past year, with almost half of companies saying that they are increasing activity. Of those that have experienced changes in their ESG communications over the last year, more than a quarter did so to comply with tougher standards or policies and data scrutiny. (See Figure 13.)

**Figure 12**  
Change in ESG commitments due to political pressure  
5-point scale, by region, 2024



Q23.4 To what extent are you seeing a change in ESG commitments due to political pressure? (n=227)

**Figure 13**  
Recent changes in ESG communications  
Open-ended, total mentions



Continued commitment to communicating about ESG is evidence that Corporate Affairs professionals overwhelmingly see ESG commitments as an opportunity rather than a risk.

*‘Our ESG comms strategy is constantly evolving to adapt to changes in public opinion and the data/insights we receive from our consumers.’*

Respondent from the UK

*‘We are proceeding with greater caution in our communication regarding corporate sustainability programs with our corporate partners, aiming to prevent any perception of greenwashing.’*

Respondent from Brazil

Q23.8 What has changed in terms of your ESG communications over the past year? (n=106)



## 6. Building capacity: evolution of the Corporate Affairs function

### Shifts in focus, responsibilities, and roles

Where last year's survey saw the function break through by engaging in providing a social context for business driven by the geopolitical uncertainties at the time, this year marks a return to its more traditional role of stakeholder and reputation engagement.

With the uncertainties that accompany geopolitical risk affecting every touch point of an organisation, it is no surprise that stakeholder engagement has shot to the top spot from fifth place last year, with 70 percent of respondents saying that it is their top focus.

**Figure 14**

Evolution of roles in the Corporate Affairs function in past three years

*'Much more prominent' (6+7 on a 7-point scale), 2024*



Q11. In thinking of each of the following activities that may be part of your professional responsibilities, would you say that they have become a more or less prominent part of your role compared with three years ago? (n=115–123)

This is perhaps due to the allied weighting given to managing an organisation's reputation in such complex environments, raising this issue to second place.

Underpinning this return to arguably traditional areas of work for the function is the unique position it holds in sitting at the centre of networks that provide contextual interpretations of the business environment. Therefore, capturing the social context specifically remains a top-three focus, albeit falling from first place in 2023 to third this year. Addressing climate risk has started to lose prominence in relative terms to other priorities.

New areas mentioned this year include acquiring diverse talent, managing employee mental health and stress, as well as defining a company's stance on geopolitical issues and the internal pressures that this generates with employees. This year we also saw the introduction of ESG reporting competing with an already extensive slate of tasks and deliverables.

This is not a surprising development when viewed against the background of increased and more complex reporting requirements, especially in the European Union. (See Figure 14.)

Reflecting the general result, stakeholder engagement is the fastest-growing responsibility in both Africa and Latin America, but elsewhere, there is a broad mix of emphases with organisational risk management cited in Asia-Pacific, capturing and understanding social context in Europe, and developing thought leadership activities in North America. The fact that developing thought leadership is listed as a top focus area for Corporate Affairs practitioners in North America could be attributed to shifts in overall narratives due to increased polarisation and the need to be able to offer a clear position on a growing set of issues being debated, especially in the USA. In Latin America, one additional significant focus is aligning local initiatives with global strategy. (See Figure 15.)

**Figure 15**

**Evolution of roles in the Corporate Affairs function in past three years, by region**

*'Much more prominent' (6+7 on a 7-point scale), by region, 2024*

#### Africa

1. Stakeholder engagement	86%
2. Capturing and understanding social context	86%
3. Assessing stakeholder opinions and expectations	84%

#### Latin America

1. Stakeholder engagement	92%
2. Aligning local initiatives with global strategy	83%
3. Prepping/supporting senior leadership	80%

#### Asia-Pacific

1. Managing risk of an organisation	87%
2. Stakeholder engagement	71%
3. Mapping/prioritising stakeholders	67%

#### North America

1. Developing thought leadership activities	68%
2. Managing risk of an organisation	67%
3. Capturing and understanding social context	65%

#### Europe

1. Capturing and understanding social context	66%
2. Stakeholder engagement	63%
3. Developing thought leadership activities	60%

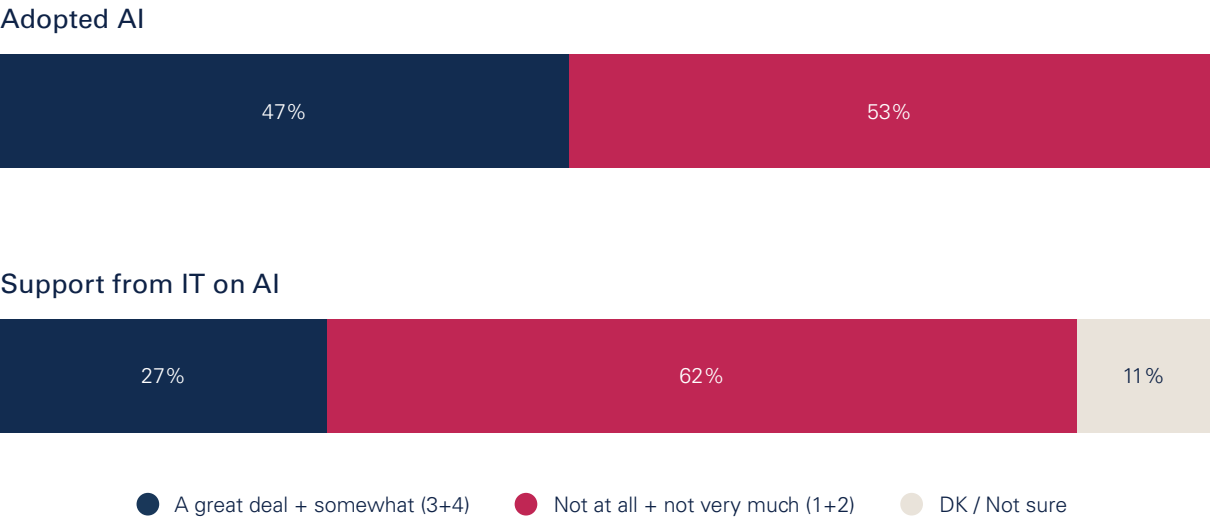
Q11. In thinking of each of the following activities that may be part of your professional responsibilities, would you say that they have become a more or less prominent part of your role compared with three years ago? (n=115–123)

## The role of AI in Corporate Affairs

When asked about the adoption of AI in the work of the Corporate Affairs function, almost half of practitioners say they have at least somewhat adopted

it, but significantly fewer feel they have enough support from their IT teams to exploit it fully. (See Figure 16.)

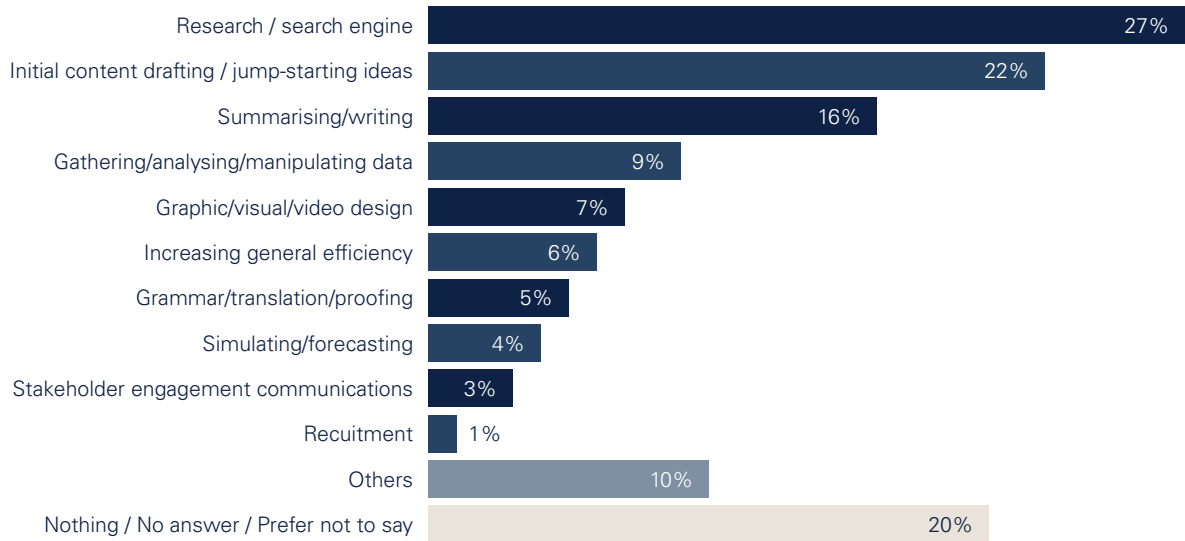
**Figure 16**  
Adoption of AI and the perceived levels of support received from their IT departments  
*4-point scale, 2024*



Q45. In the last 24 months, how much have you adopted AI in your work? (n=227)  
Q47. What level of support are you getting from your Information Technology team when it comes to using AI in your work? (n=227)

The 20 percentage point gap between the adoption of AI and the perceived level of support from IT on AI provides another angle as to why some Corporate Affairs practitioners might be seeing AI as a risk. Levels of knowledge and comfort are variables coming into play, and this is corroborated by the findings of a new question related to the uses or application of AI in the Corporate Affairs function.

More than a quarter of Corporate Affairs professionals who use AI say they are adopting it for research purposes, followed by using it to help them draft initial content or to jump-start ideas. At this early point in its mainstream adoption, one in five respondents did not report any specific use of AI as a tool at all. (See Figure 17.)

**Figure 17****Application (use) of AI in Corporate Affairs***Open-ended, total mentions, 2024*

*'We have adopted Microsoft 365 Copilot at the enterprise level. The business has also adopted AI tools in our supply chain, manufacturing, sales, and marketing functions.'*

Respondent from Belgium

*'We are experimenting with AI-driven ESG databases – to research ESG programs at customers and peer companies.'*

Respondent from the USA

*'Content creating or fine-tuning – speeches, media pitches, memos, etc.'*

Respondent from Singapore

*'Communications, press releases, and exploring applications to supply chain assurance.'*

Respondent from the UK

Q46. [Open-ended] In what capacity have you been using AI? (n=192)

## New frontiers for the Corporate Affairs function

When reviewing the stated priorities of Corporate Affairs practitioners along with potential tools available to the function, it becomes clear that it will be necessary for Corporate Affairs practitioners to fully adopt AI as a positive enabler to enhance stakeholder engagement efforts more broadly. Using the power of algorithms to identify communities of stakeholders

and engaging them via social media and direct communication platforms is already the mark of highly successful Corporate Affairs teams. This will soon be the norm rather than the exception as AI becomes a more powerful, accessible, and widely used tool across sectors and institutions worldwide.

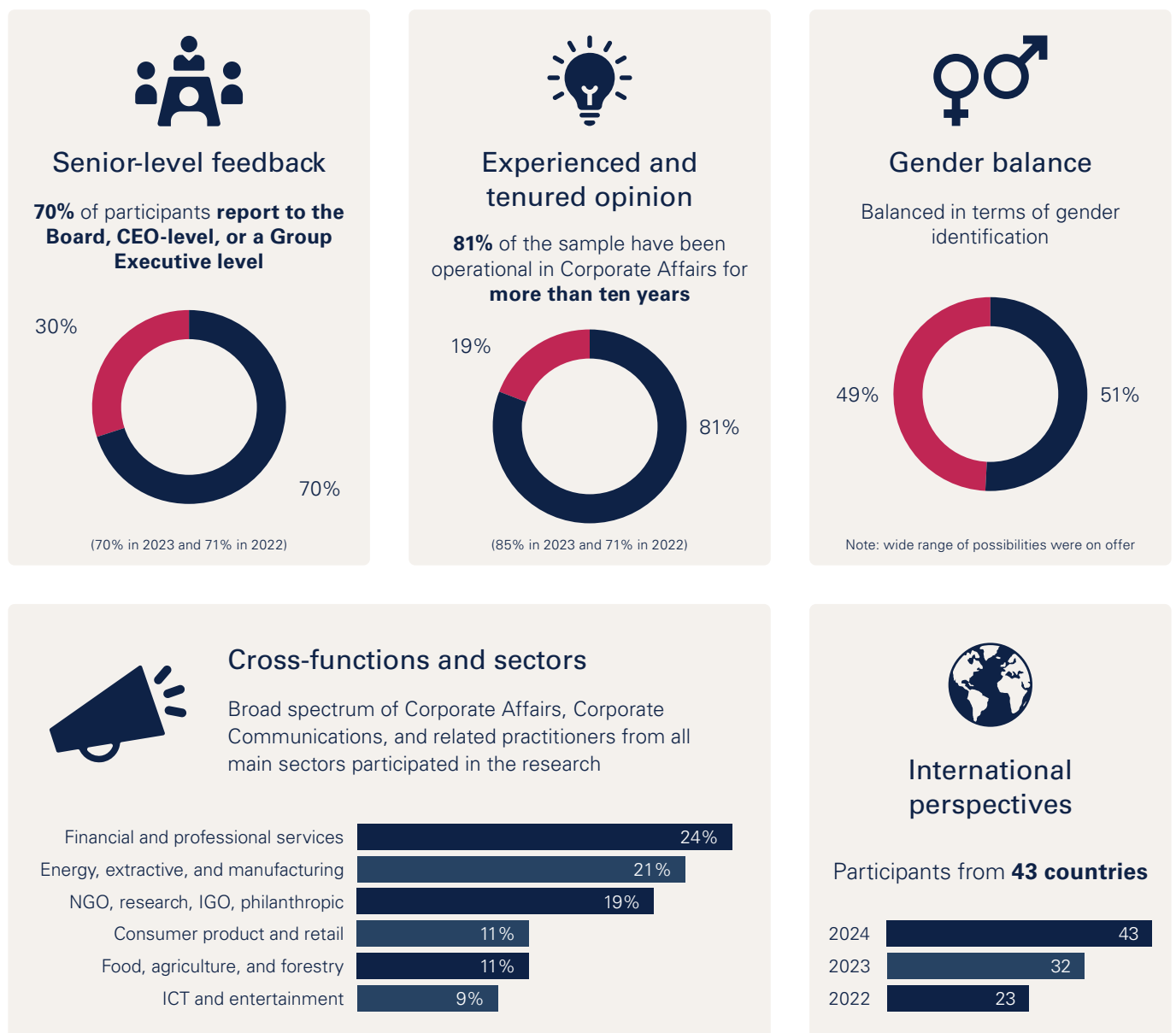


## 7. Respondents and methodology

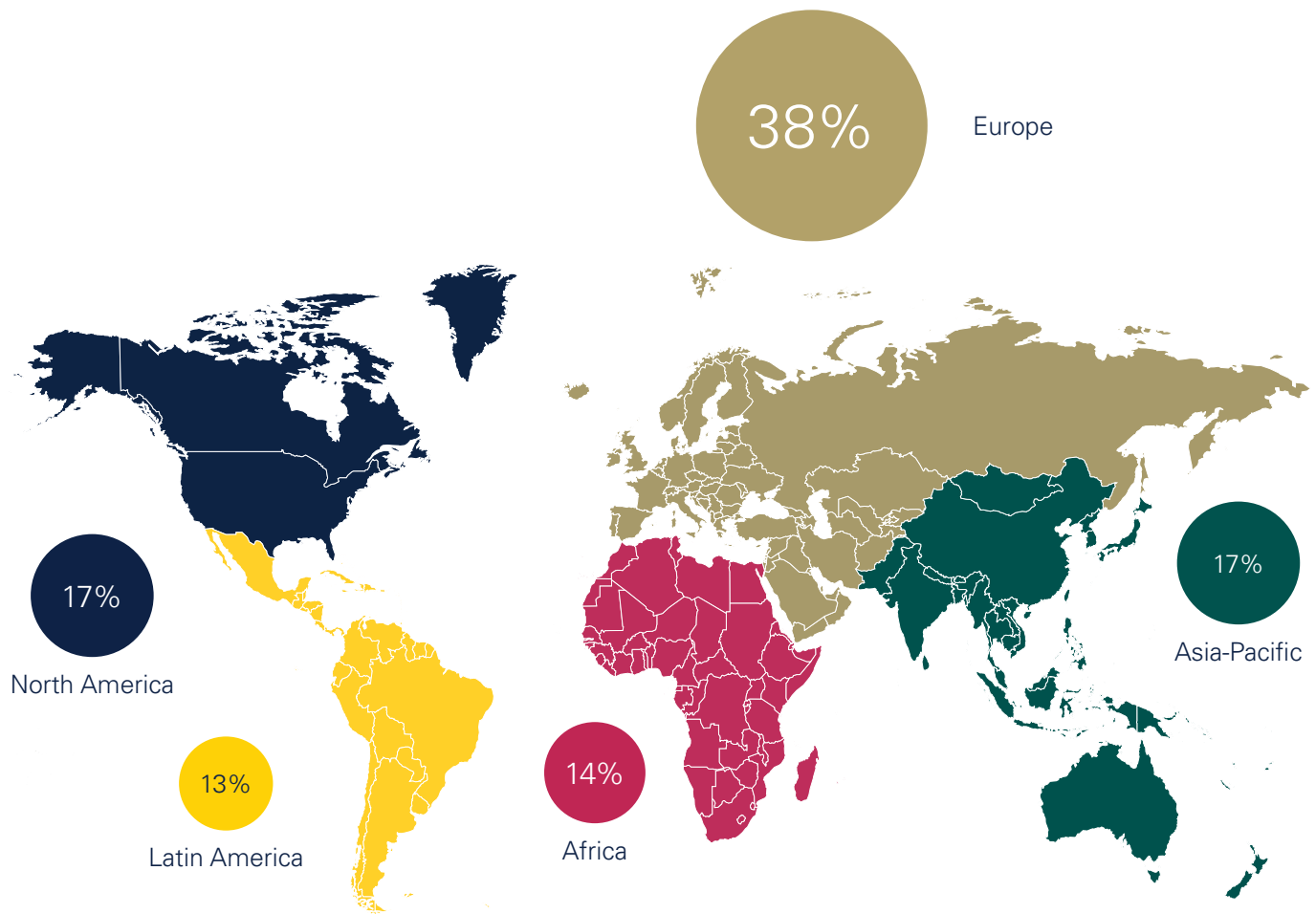
This survey is conducted annually during the first quarter of the year. In 2024, GlobeScan fielded the online survey between 22 February and 2 April. Invitations to participate were emailed directly to 1,200 qualifying individuals. The Oxford-GlobeScan team also leverages its LinkedIn networks to reach out to contacts in Corporate Affairs, Corporate Communications, and all related disciplines.

Below is an overview of the most salient features of the sample.

**Figure 18**  
Voices of 227 Corporate Affairs leaders



**Figure 19**  
Geographic coverage of the sample



## 8. Research partners

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### The Corporate Affairs Academy, Saïd Business School, University of Oxford

#### Connecting reputation with strategy and business performance

Informed and strategic Corporate Affairs activity helps create significant business value and prepares organisations to best recover from downside risks and crises. Organisations operating in fast-paced information overload environments are counting on Corporate Affairs professionals to make the judgements that are required to build long-term success. The Academy focuses on three core, interrelated themes:

- Reputation research, theory, and thinking
- Reputation engagement, trends, and practices
- Professional development as reputation experts; high-value purpose, practices, and resources

The Corporate Affairs Academy is delivered over several virtual sessions in the lead-up to a week of on-campus interactive presentations, seminars, and workshops. Each Academy features a dinner at one of Oxford's historic colleges. Attendees benefit from a balance of leading academic research and functional best practices.

[www.sbs.oxford.edu/caa](http://www.sbs.oxford.edu/caa)

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### GlobeScan

GlobeScan is an insights and strategy consultancy specialising in reputation and sustainability. GlobeScan applies social science methodologies to help companies understand and respond to the concerns and expectations of their stakeholders and build the trust needed to lead the future. GlobeScan was established in 1987 and has offices in Cape Town, Hong Kong, Hyderabad, London, Paris, San Francisco, São Paulo, Singapore, and Toronto.

In 2016 GlobeScan launched a platform of research and engagement amongst leading Corporate Affairs Directors, developing deep insight and expertise in the issues and trends affecting Corporate Affairs and Corporate Communications functions globally. GlobeScan also offers advisory services to Corporate Affairs and Corporate Communications teams. The Oxford-GlobeScan Global Corporate Affairs Partnership grew out of this early initiative.

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