caliber

2026

Caliber Stakeholder Intelligence Report

Strike Up the Brand

Global trends in brand, reputation, and data-driven communications
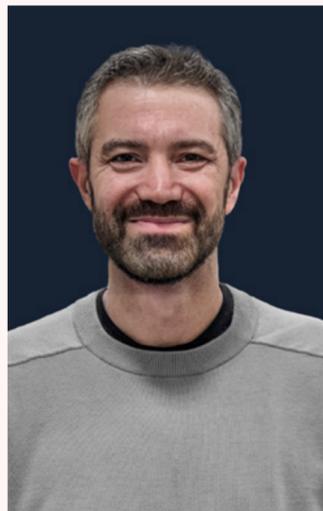
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Introduction

When I spoke about "the future of stakeholder intelligence" at an event last year, some people in the audience laughed — not because they disagreed, but because, as one put it, "We're not even sure what the past or present of stakeholder intelligence is." Fair point. Like "ridesharing" and "social networking" before it, it's a brand-new category.

Shahar Silbershatz
Co-founder and CEO,
Caliber

Here's a quick definition, then: Stakeholder intelligence is the collection, analysis, and interpretation of data about the people who matter to an organization — customers, employees, investors, experts, opinion leaders, talent. By understanding them better, organizations can make informed decisions that strengthen relationships, build trust, and improve outcomes. Stakeholder intelligence is where smarter business decisions begin.

As the world's leading stakeholder intelligence platform, we help organizations understand their stakeholders in real time. We ask people what they think and add context: company activity, media coverage, stock movements, social signals, market trends. Aided by AI, we make sense of it all, delivering real-time insights that drive better decisions about brand, reputation, and business.

Stakeholder intelligence serves the CEO making impossible strategic trade-offs. The CCO managing reputation across fragmenting media landscapes.

The CMO connecting brand investments to business outcomes. The CHRO fighting for talent in a fast-evolving market. The Chief Risk Officer anticipating threats before they become crises.

The world in 2025 showed why the C-suite needs this more than ever: market volatility, billion-dollar boycotts, tariff chaos, AI backlash, geopolitical unrest. In the age of the polycrisis, too many companies fly blind or assess data in silos, making business-critical decisions based on assumptions about their stakeholder ecosystem.

This context explains the genesis of the inaugural Stakeholder Intelligence Report. When we first discussed it, we questioned whether the world needed another trust index. But we realized this could do something different: peer under the hood and examine what drives trust and reputation, and which levers companies can pull to improve their standing. That's what makes this different.

What's Inside

The goal of this report is two-fold. First, we want to arm executives with actionable insights to help them make smarter decisions about their company's brand, reputation, and strategy in 2026 and beyond. Second, we want to showcase the potential of stakeholder intelligence, and our platform in particular, which is built on millions of data points gathered since 2016.

As such, this report does several original things:

- **We take the temperature of stakeholder sentiment** — the context within which people make decisions about companies. Reputation isn't built in a void. Context shapes everything. We examine data from two questions we continuously ask stakeholders across markets: *What are the main topics that will impact society in the next 12 months?* and *How concerned are you about your future financial situation?* Understanding this backdrop is essential to understanding reputation.

- **We explore the impact of awareness and familiarity on reputation.** Do companies that increase brand familiarity see correlated improvements in their Trust & Like Score? Does narrowing the gap between awareness and familiarity improve standing? The implications are immense for using marketing and communications to improve reputation.

- **We reveal the reputation of more than a dozen industries in 2025** and how they've changed. We look under the hood: which stakeholder segments are losing trust in certain sectors, which aspects of brand and reputation drive overall standing? Not all reputation problems are equal — understanding the specific drivers in your sector is critical to addressing them.

- **We analyze employer attractiveness in the war for talent.** After a year of layoffs, which sectors attract talent most effectively, especially among job seekers and STEM graduates? What's driving their appeal? What levers should professionals prioritize in 2026? We provide answers grounded in data, not intuition.

While the report is packed with insights, one stands out: **your corporate brand may be the hidden engine driving your business forward.** Though reputation gets your foot in the door and provides a license to operate, our data reveals that brand builds trust over time. The key to thriving isn't managing reputation defensively, but actively building brands that resonate and inspire — brands that feel both relevant and authentic. Being trusted or well-regarded isn't enough. Stakeholders must genuinely relate to who you are and feel something when they encounter you. Strike up the brand, and the rest follows: enterprise value, revenue growth, competitive advantage.

In short, this report provides the intelligence you need to make informed decisions where every choice carries reputational risk — and showcases how you could use it in the years ahead. After all, it's not just about knowing where you stand. It's about understanding why, what you can do about it, and which moves will actually make a difference.

Part 1

1

The Global Context

Perceptions of corporate brands and reputations aren't forged in a vacuum. They're continually subject to all manner of societal forces — economic anxiety, technological disruption, political upheaval. To begin the report, we reveal which issues most concern stakeholders today and how optimistic they are about their financial future, drawing data and insights from the Context module of our database.

Top Issues

The Big Idea

What keeps the world up at night? We continuously survey thousands of people across the globe to name the forces they believe will reshape society in the year ahead.

By the Numbers

Financial fears loom large: rising costs, job security, and economic stability dominate the table, along with AI, the largest riser year-on-year. AI's appearance in the top three makes sense in this broader economic context, too, as it's likely perceived as societally disruptive and a job killer.

Fig. 1. Top 10 Global Issues in 2025 [1]

Issue	%	Change from 2024
Increased cost of living	36%	0%
Artificial Intelligence (AI)	24%	+2%
Economic recession	20%	+1%
Unemployment	19%	0%
Rising energy prices	19%	-1%
Donald Trump presidency	18%	
State-based armed conflicts (Ukraine, Middle East, etc.)	16%	
Immigration and refugee crisis	15%	-2%
Extreme weather events	13%	
Crime	13%	
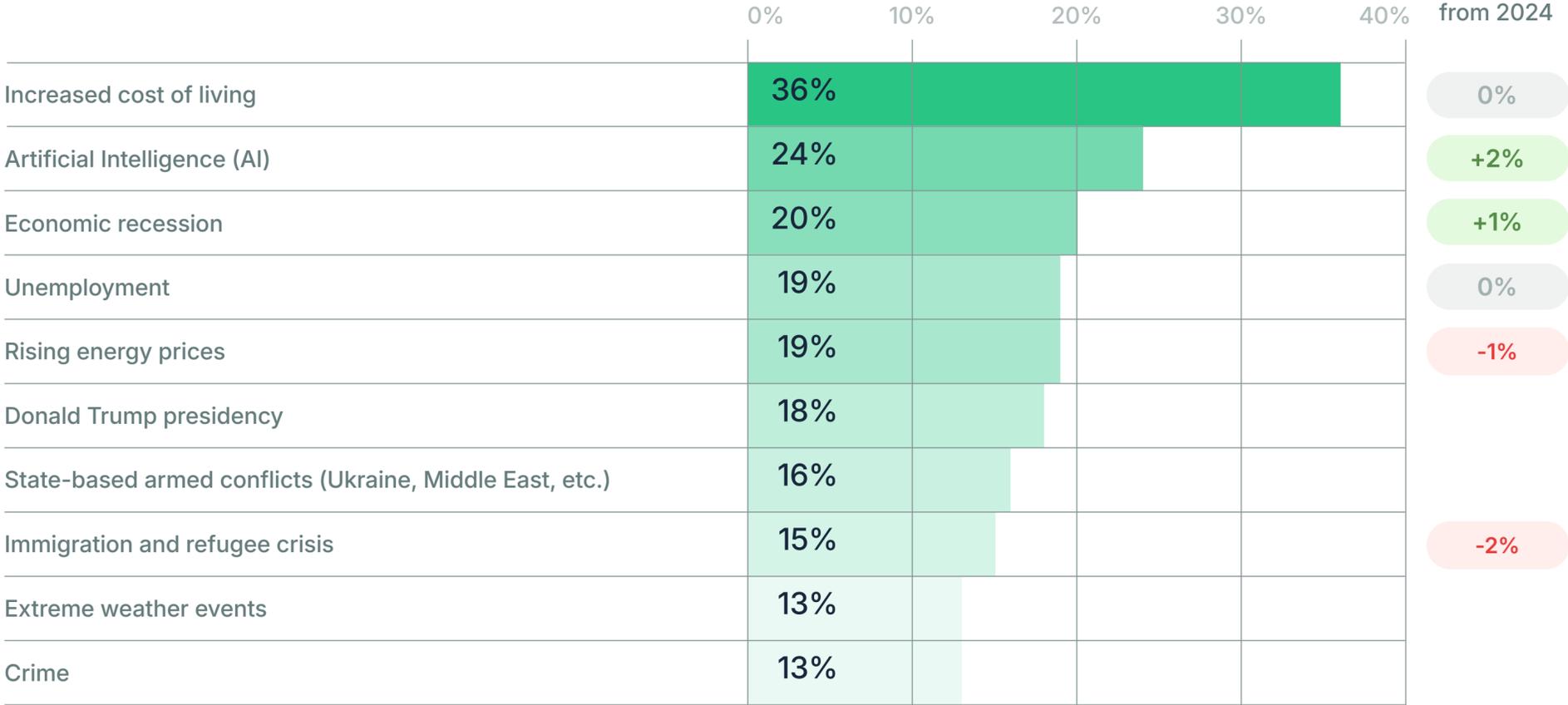
[1] Percentages are averages based on data gathered from 37 countries.

Globally, concerns about immigration and the refugee crisis declined — but rose in Europe, where the issue remains more germane. Concerns about the Trump presidency — tracked in 2024 as "US elections" — declined in the US but rose elsewhere.
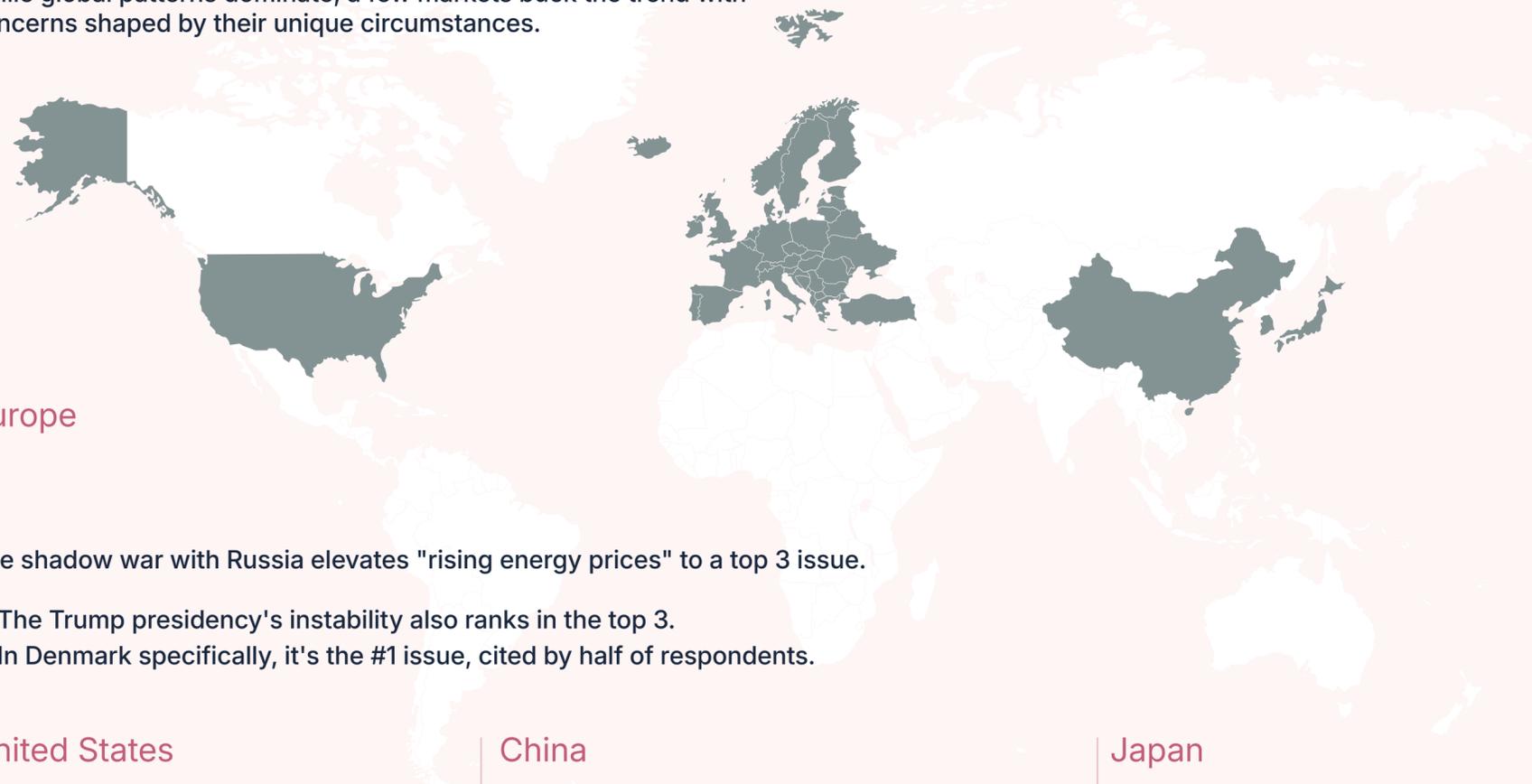
When in Rome...

While global patterns dominate, a few markets buck the trend with concerns shaped by their unique circumstances.

Europe

The shadow war with Russia elevates "rising energy prices" to a top 3 issue.

- The Trump presidency's instability also ranks in the top 3.
- In Denmark specifically, it's the #1 issue, cited by half of respondents.

United States

The increased cost of living is the #1 issue
— ahead of the Trump presidency
— with economic recession in third.

China

AI is the top issue at 47% — nearly half of all respondents.
While the increased cost of living and economic recession round out the top 3, data privacy concerns come 4th with 21%.

Japan

Extreme weather events" ranks #3, just behind the increased cost of living and the Trump presidency
— the highest placed reference to climate change globally.

The Takeaway

1   Economic Anxiety Sets the Stage — Empathy is Essential
Financial fears like recession and unemployment dominate the top concerns. Companies must acknowledge these anxieties and communicate with empathy when making critical decisions in 2026.

2   Cost of Living Dominates — Handle Pricing with Care
Cost of living ranks top 3 in nearly every market, making pricing decisions, executive compensation, and AI investments potential reputation flashpoints. Sustainability initiatives must be explicitly tied to cost savings or energy security — stakeholders prioritize affordability over abstract commitments.

3   AI Anxiety is Universal — Transparency is Non-Negotiable
AI ranks among top 3 concerns globally, especially in developed European markets and major Asian economies where job displacement fears are highest. Companies must clearly articulate AI use cases, acknowledge job impacts honestly, provide transition support, and establish visible ethical guardrails.

4   Climate Concern Has Been Crowded Out — Reframe or Risk Irrelevance
Climate change has been overshadowed by immediate economic pressures. Sustainability messaging risks sounding tone-deaf unless directly connected to tangible benefits like cost reduction, resilience, or energy security.

5   Europe Faces Compounding Pressures — Navigate Carefully
European markets show distinct sensitivities: acute energy prices from Russian supply disruption, heightened concern over geopolitical conflict, and pronounced immigration anxieties. This creates a more fragile stakeholder environment requiring careful navigation.

Financial Optimism

The Big Idea

How secure do people really feel? We continuously ask respondents in more than 30 countries to rate their concern about their future financial situation.

By the Numbers

Only three countries — Denmark, Sweden, and the Netherlands — show net-positive sentiment. Every other nation is net-negative, including Italy (-11%), Germany (-12%), UK (-17%), China (-25%), Japan (-29%), US (-30%), France (-39%), and Brazil (-57%).

Compared to nations still facing economic headwinds, households in the top three countries feel "things are improving" — or at least not declining.

The optimism in northern Europe likely reflects:

→ Economic stabilization after difficult years

→ Rising real wages and disposable income

→ Manageable inflation and interest rates

→ Strong labor markets and social welfare safety nets

→ Renewed consumer confidence about near-term stability

Fig. 2

Direction
Percentage point change since 2024

Net Negative
Net Positive

Net Positivity
Proportion of positive minus negative respondents
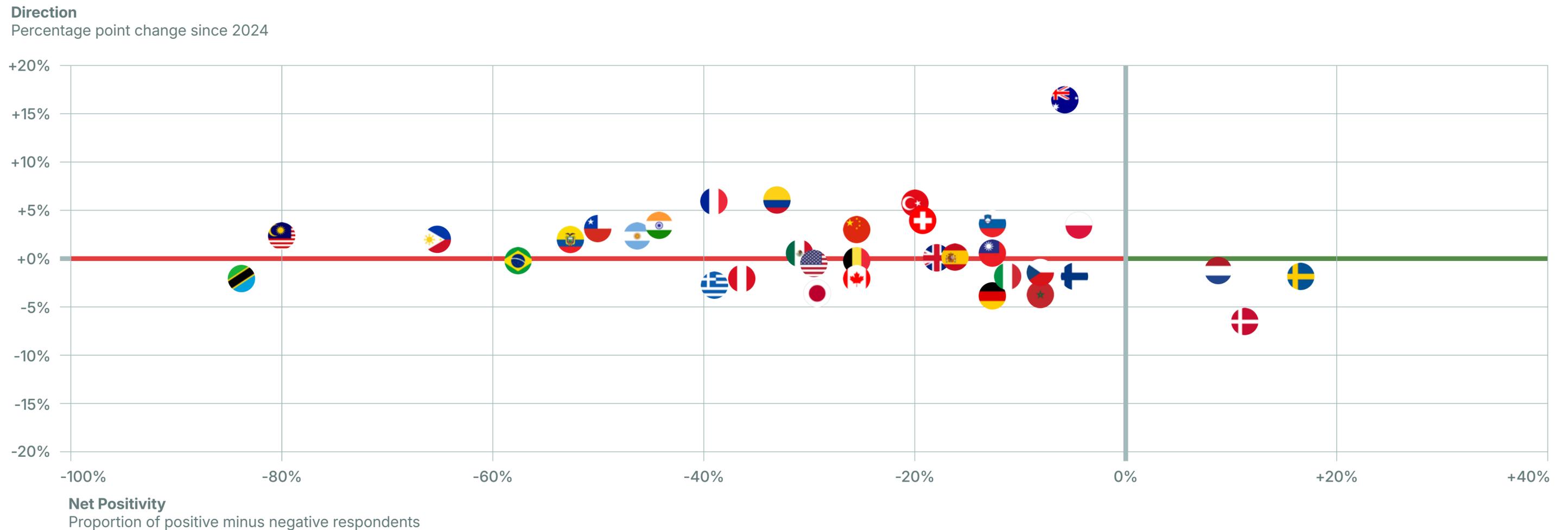
Negative Growth

The scatterplot on the previous page shows the "direction of travel" for positivity around the world, revealing that not a single country is both net positive and showing improvement from 2024 to 2025.

The graph below confirms the backsliding of financial optimism. While Latin America and Asia saw the biggest rise since 2024 — perhaps reflecting growing consumer confidence, falling interest rates, and improving growth forecasts in these regions — Western nations primarily saw a decline amid economic stagnation, political turbulence, and broader uncertainty.

The Takeaway

The overwhelmingly negative financial sentiment heading into 2026 signals a global consumer base that is anxious, value-conscious, and less confident about future spending.

Companies should anticipate:

- Softer demand
- Heightened price sensitivity
- Greater scrutiny of brand behavior

Globally, the priority for companies is reinforcing reliability, fairness, and usefulness while communicating with transparency and emotional intelligence to maintain relevance and loyalty in a period of widespread financial pessimism.

Brand, marketing, and communications teams must lean into trust-building, value reassurance, and clear, empathetic messaging. This means demonstrating how products or services help people feel more secure, in control, or resilient during uncertain times.

Fig. 3

Direction
Percentage point change since 2024

Australia is an outlier with +16pp change and left out of the graph for ease of legibility
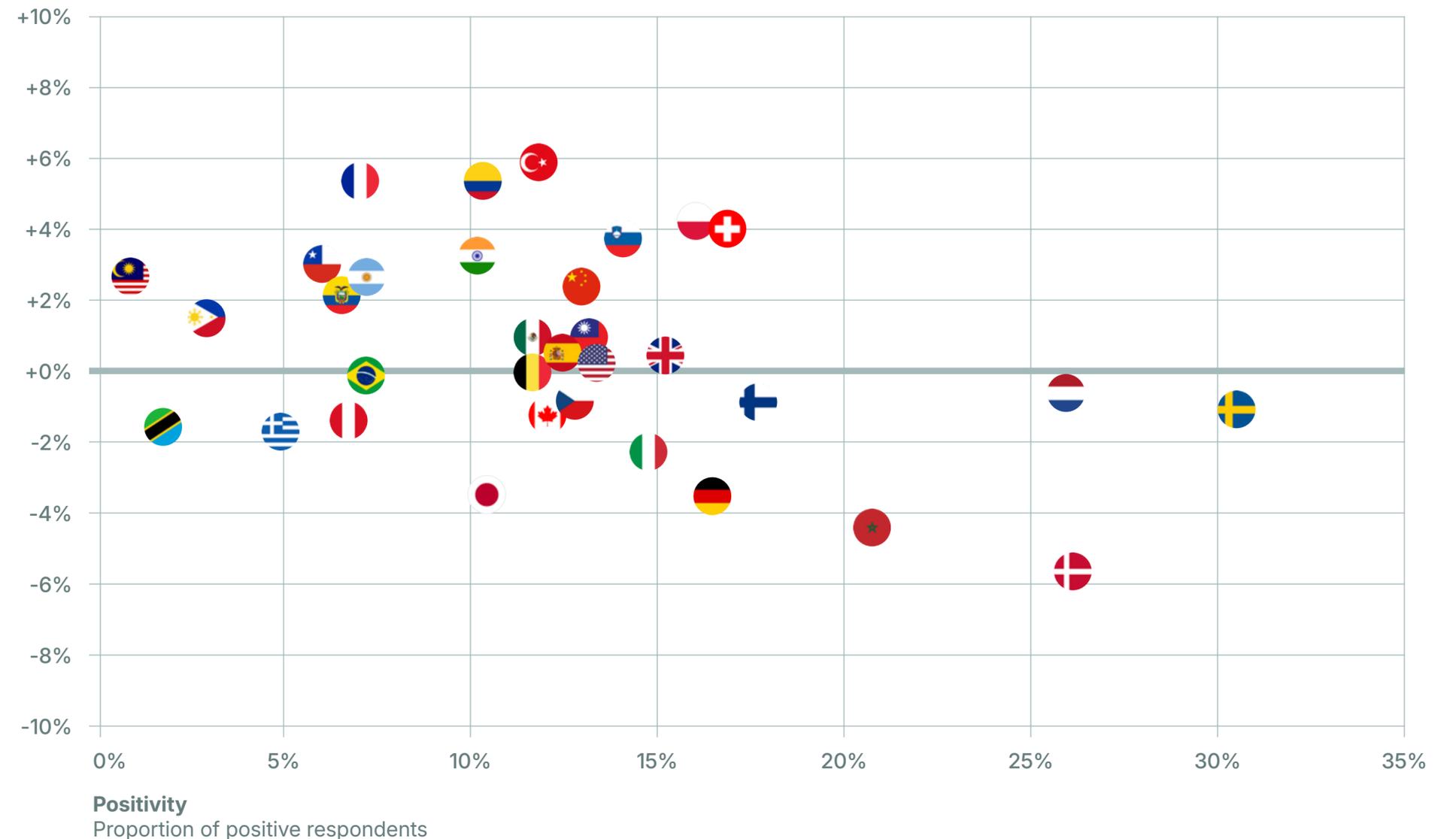
Positivity
Proportion of positive respondents

"

Brand- and reputation-building directly influences behavior, not just perceptions. Investments in brand awareness, familiarity, and corporate reputation produce measurable returns in stakeholder support, recommendations, sales, and recruitment.

Why Brand and Reputation Matter

The Big Idea

The Trust & Like Score (TLS) is our chief measure of a company's brand and reputation — and it strongly predicts how a company's stakeholders will behave towards it. Higher scores are correlated with their increased willingness to support the company, recommend it to others, purchase its products or services, and consider employment with it.

By the Numbers

77%

The proportion of stakeholder behavior explained by TLS alone.

Just as how well we sleep predicts our next-day energy levels, TLS predicts how stakeholders will act. While a high TLS doesn't guarantee outcomes, it does make it easier to get your foot in the door — the first step towards any successful transaction or stakeholder relationship.

The Trust & Like Score Effect

Companies with low TLS (40-59) see only 11% of stakeholders willing to speak positively about them. For those with an average TLS (60-69), the figure more than doubles to 25%. Achieve a high TLS (70+), and over 40% will advocate for you.

The impact accelerates as scores rise. The regression analysis shows that each additional point of TLS generates progressively greater stakeholder support at higher score levels.

Fig. 4. Effect of Trust & Like Score on Supportive Behavior

Average Supportive Behavior [1]

Legend:
- Company
- Trendline
- 80-100 (Very high)
- 70-79 (High)
- 60-69 (Average)
- 40-59 (Low)
- 0-39 (Very low)

Trust & Like Score

[1] % of stakeholders rating 6-7 on a 7-point scale (7 = "Very Likely") when asked about their willingness to support or engage with the company.

Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US.
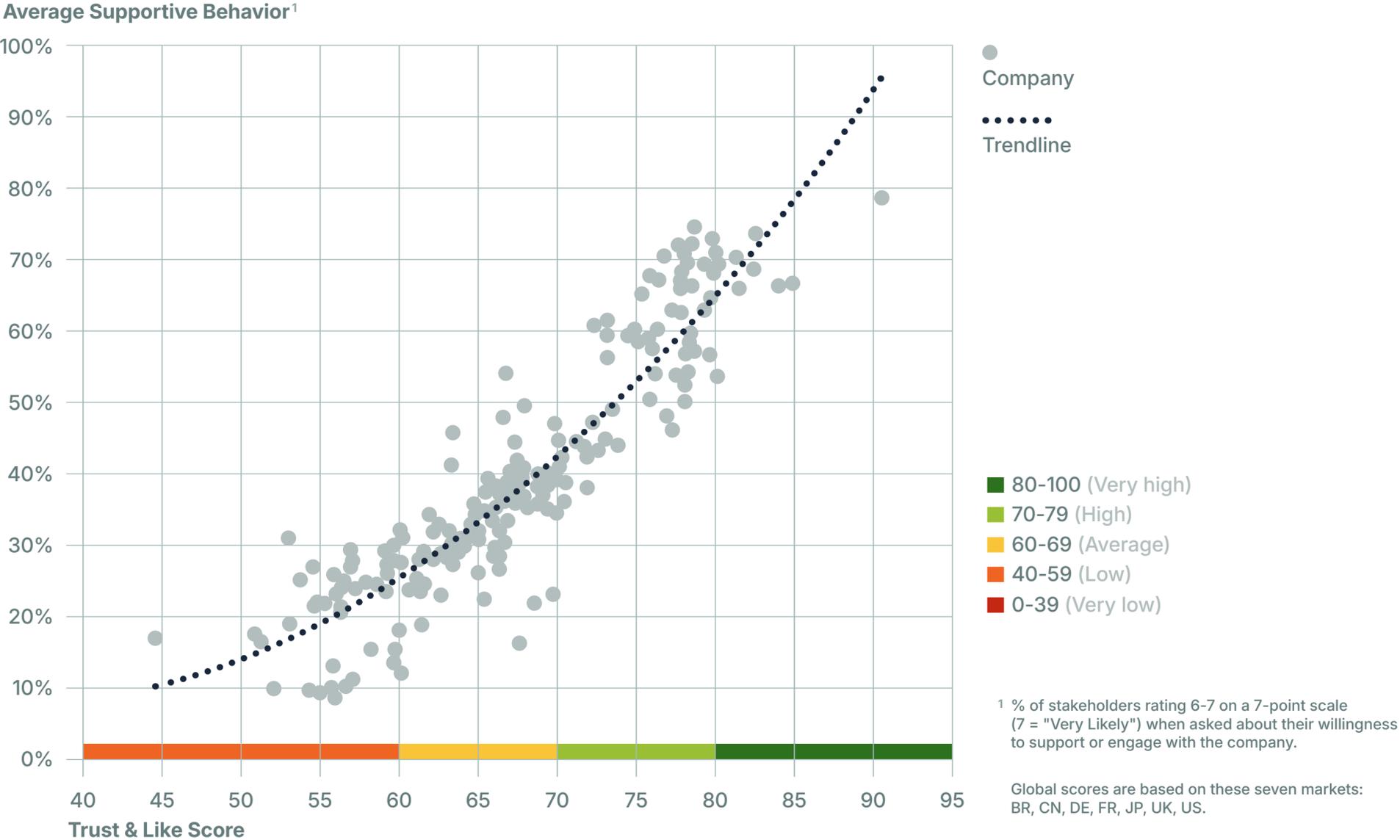
The Takeaway

Brand- and reputation-building directly influences behavior, not just perceptions. Investments in brand awareness, familiarity, and corporate reputation produce measurable returns in stakeholder support, recommendations, sales, and recruitment.

The State of Corporate Reputation

The Big Idea

We continuously measure stakeholder perceptions of thousands of companies across dozens of sectors and markets. By looking at our 2025 data, we can "take the pulse" of global corporate brand and reputation and pinpoint where it is relative to previous years.

By the Numbers

The average Trust & Like Score for the market index companies rose one point in 2025

Fig. 5
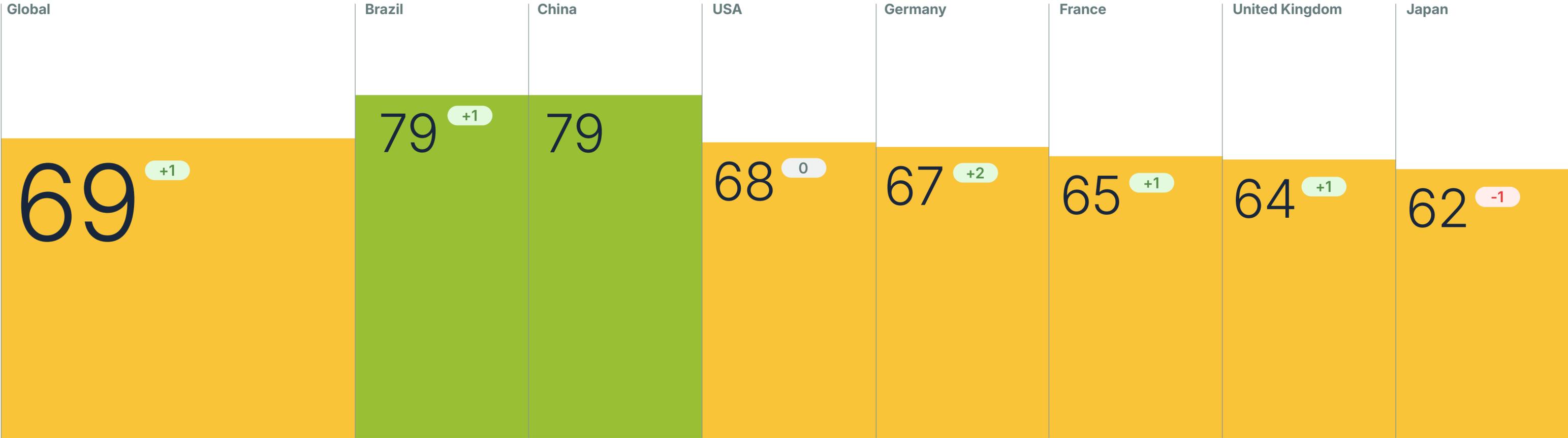
Global	Brazil	China	USA	Germany	France	United Kingdom	Japan
69 +1	**79** +1	**79**	**68** 0	**67** +2	**65** +1	**64** +1	**62** -1

Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US.

■ 80-100 (Very high)   ■ 70-79 (High)   ■ 60-69 (Average)   ■ 40-59 (Low)   ■ 0-39 (Very low)   ●●● Change from 2024

What's Driving Global Corporate Reputation?

The Big Idea

A driver analysis of the 11 brand and reputation attributes for which we continuously measure stakeholder perceptions determines their relative impact on Trust & Like Scores. That is, it reveals which attributes deliver more "bang for their buck" in terms of investment in brand, comms, marketing, and HR initiatives that build trust and safeguard reputation.

By the Numbers

The table below shows the relative importance of each of the attributes in 14 markets, plus the global average. Despite clear trends across markets, there are striking outliers. Differentiation is the second-strongest driver of corporate brand and reputation in the US, but only 10th in Japan. Leadership is a top driver in Italy, but much less important in other markets.

Fig. 6. Ranking of Attributes as Drivers of Trust & Like Score — by Market

	Global	BE	BR	CH	CN	DE	DK	FI	FR	IT	JP	NL	SE	UK	US
Inspiration B	1	3	2	3	2	2	6	3	2	1	1	1	2	4	4
Relevance B	2	1	1	1	1	3	4	5	1	5	3	3	3	5	5
Offering R	3	2	6	2	8	1	3	4	3	3	2	4	1	1	1
Authenticity B	4	4	3	4	3	4	1	1	5	6	9	2	4	2	3
Differentiation B	5	6	5	6	4	5	7	2	4	4	10	9	5	6	2
Integrity R	6	5	8	5	5	6	2	7	9	7	4	5	6	3	6
Governance E	7	7	4	8	10	7	5	9	8	9	6	7	7	7	7
Society E	8	9	9	7	7	8	8	6	6	8	5	8	9	8	8
Leadership R	9	10	7	10	6	9	9	8	7	2	8	11	8	9	9
Environment E	10	8	11	9	9	11	10	11	11	11	7	6	11	10	10
Innovation R	11	11	10	11	11	10	11	10	10	10	11	10	10	11	11

Attributes: **R:** Reputation **B:** Brand **E:** ESG ■ 80-100 (Very high) ■ 70-79 (High) ■ 60-69 (Average) ■ 40-59 (Low) ■ 0-39 (Very low)

The number denotes the ranking of each attribute as a driver of TLS, 1 being the most impactful and 11 the least impactful.
The colors denote the average score for each attribute, highlighting topics where markets are under- and overperforming compared to their importance.
Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US.

The Takeaway

Though the global Trust & Like Score isn't likely to fluctuate much from year to year, its one-point rise in 2025 reflects a greater sense of stability in corporate brands and reputations. This plays out at the country level everywhere but Japan, where the TLS fell by one point.

More germane for C-suite executives considering where to focus their strategic decision-making in 2026 — and their branding, marketing, communications, and HR efforts in particular — are the drivers. The most fruitful decisions will more likely be those geared towards making a company appear "interesting", "something people can relate to", with "compelling products or services", and a company that "does what it says" and "stands out from the competition in a positive way".

→ In other words, the Brand-related attributes — Authenticity, Differentiation, Relevance, and Inspiration — are the most important ones to focus on, followed by the Reputation-related ones, and then ESG-related attributes.

But that's the global messaging. The local messaging may differ, depending on the context. For instance, Integrity is the third-most important driver in the UK — meaning companies operating in the British context will move the needle more by "behaving responsibly" — or at least being perceived as such.

Part 2

The Most Trusted and Liked Sectors

Not all sectors are created equal in the eyes of stakeholders. Perceptions of corporate brand and reputation vary dramatically by industry — shaped by everything from daily product interactions to regulatory scrutiny, innovation cycles to crisis exposure. This section examines five dimensions of sector-level brand and reputation, including what drives stakeholder perceptions. Together, the insights illuminate not just where sectors stand today, but the strategic levers available to shift perceptions tomorrow.

Sector Ranking

The Big Idea

People trust and like companies in some sectors more than others. But with perceptions in flux, which industries top the Trust & Like Score charts in 2025, which are lying in mid-table, and which ones are at the bottom? And how do these rankings compare with 2024?

By the Numbers

To find out, we can look at the average Trust & Like Score for all the companies grouped into the 14 sector-based "indices" we track continuously across 7 markets.

Average scores rose for more than half of the sectors we track and stayed the same for another four. Only in two sectors — Automotive and BigTech — did the Trust & Like Score fall.

Fast-Moving Consumer Goods (FMCG) tops the list. No surprises there. The sector comprises dozens of household items we regularly buy, use, and consume. To do so, we have to trust and like the companies that make them. Ditto with the Retail index.

Leapfrogging the Retail index into the number two slot is the MedTech sector, whose growing popularity — its average score is up 2 points from 2024 — perhaps speaks to the appeal of healthcare-related products and technologies in a post-COVID, wellness-obsessed world.

Fig. 7. Trust & Like Score by Global Sector in 2025

Sector	Score	Change from 2024
FMCG	72	+1
MedTech	72	+2
Retail	72	0
Electronics & Appliances	72	0
Industrial & Machinery	71	+1
BigTech	69	-3
Pharmaceuticals	68	+2
Chemicals	68	+3
Insurance	67	+1
Banking	66	0
Electricity	66	+2
Oil & Gas	66	+2
Automotive	65	-2
Telecom	65	0

80-100 (Very high) | 70-79 (High) | 60-69 (Average) | 40-59 (Low) | 0-39 (Very low)

Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US.

Change from 2024
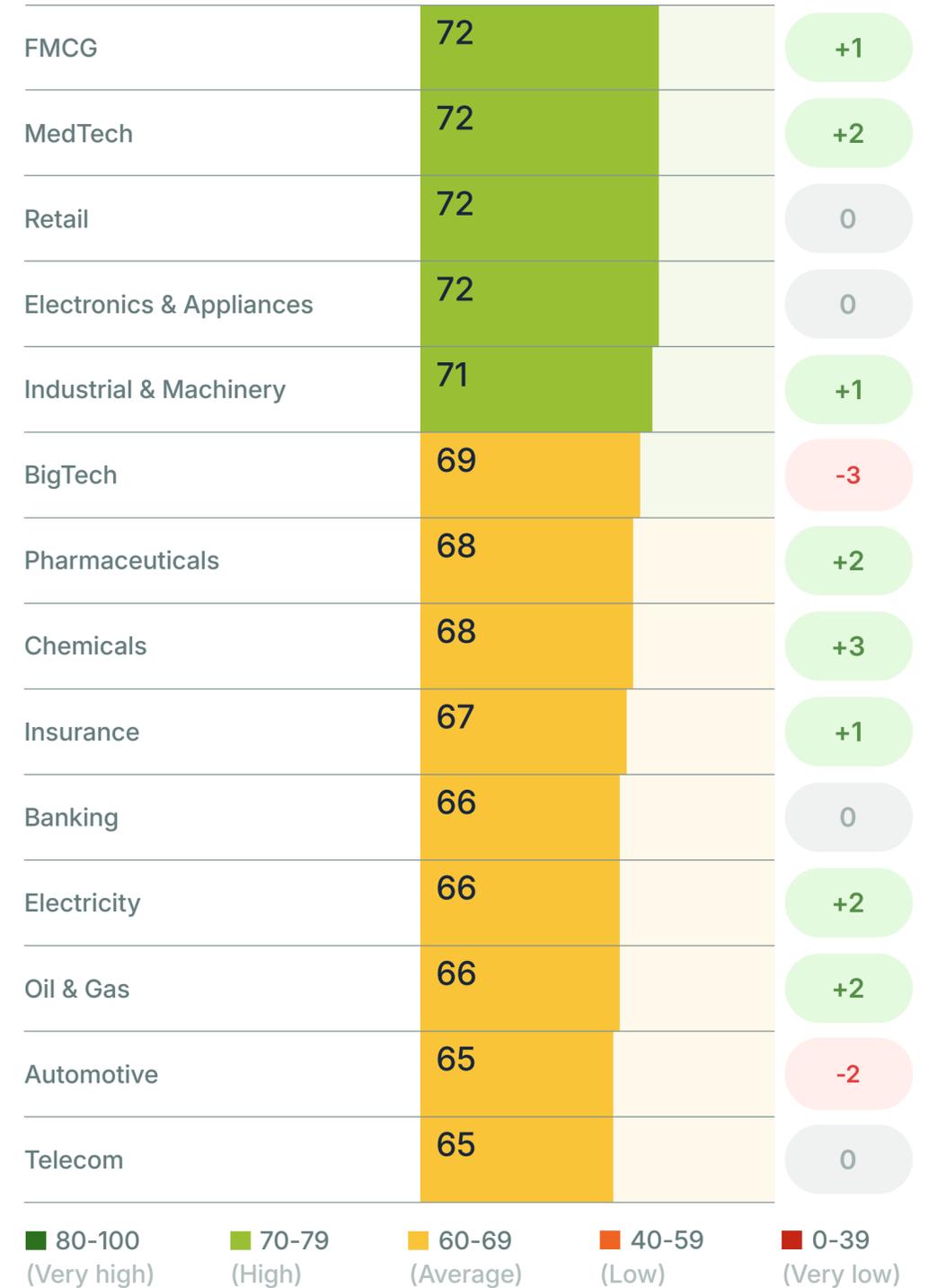
Sectors that usually operate "behind the scenes", such as Pharma and Chemicals, saw TLS gains in 2025, likely thanks to more visible innovation. More prominent sectors like Retail, Banking and Auto lost ground to B2B sectors. The conclusion? Stakeholder familiarity may carry increased accountability rather than an inherent advantage.

Sector Deep Dive

We track perceptions of brand and reputation attributes, as well as stakeholder familiarity with companies in each sector (i.e., whether they have qualified knowledge of them). Averaging scores by sector reveals interesting patterns.

Automotive Hazard

Awareness of companies in the Auto sector is up 3 percentage points — perhaps because of tariff- or EV-related media coverage — yet stakeholder Familiarity with the companies hasn't kept pace. This makes Automotive companies more vulnerable if a reputation crisis emerges.

Chemical Reaction

Perceptions of every brand and reputation attribute rose for companies in the Chemicals sector. Perceptions of their ESG activities — the extent to which they're viewed as having a positive impact on society and the planet and conduct business ethically — also rose, as the sector's "bad actor" associations seemingly decline.

Fig. 8. Automotive Index Perception Profile

	Score	Change
Awareness	70%	+3%
Familiarity	56%	*
Trust & Like Score	65	-2
R Offering	64	-3
Innovation	65	-2
Integrity	62	-2
Leadership	62	-3
B Authenticity	62	-2
Differentiation	60	-3
Relevance	59	-3
Inspiration	61	-2
E Environment	58	-2
Society	62	-2
Governance	61	-2
S Advocacy	32%	*
Consideration	34%	*
Recommendation	32%	*
Employment	30%	*

Fig. 9. Chemicals Index Perception Profile

	Score	Change
Awareness	30%	+2%
Familiarity	18%	0%
Trust & Like Score	68	+3
R Offering	71	+2
Innovation	72	+2
Integrity	68	+2
Leadership	70	+2
B Authenticity	69	+2
Differentiation	68	+2
Relevance	66	+3
Inspiration	68	+2
E Environment	66	+3
Society	68	+2
Governance	68	+3
S Advocacy	40%	+4%
Consideration	43%	+5%
Recommendation	41%	+5%
Employment	41%	+3%

■ 80-100 (Very high)　■ 70-79 (High)　■ 60-69 (Average)　■ 40-59 (Low)　■ 0-39 (Very low)　✳ Statistically insignificant change　Change from 2024

Attributes: **R**: Reputation　**B**: Brand　**E**: ESG　**S**: Supportive Behaviors

Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US. All percentage changes in the graph denote percentage point changes.

Tech Problems

There's been a detectible drop in the BigTech index's Trust & Like Score. Since late 2024, it has fallen five points.

After years of favorable sentiment, BigTech is confronting unprecedented volatility, with multiple converging pressures on its reputation. The sector's declining Trust & Like Score since late 2024 — which exemplifies the real-time perception shifts we track — is a case in point.

BigTech's falling TLS may be due to market jitters over an AI bubble potentially bursting, and widespread disillusionment with AI as concerns shifted from future risks to present-day challenges in art, defense, education, data privacy, and the job market.

The Takeaway

The sector rankings reveal a critical shift: familiarity no longer guarantees favorability. Behind-the-scenes sectors are ascending through innovation-led visibility and improved ESG perceptions, while historically prominent sectors face heightened accountability.

One takeaway for B2B companies is simple: develop brand-building playbooks that balance rational strength with emotional resonance.

As competition for STEM talent and stakeholder scrutiny intensifies, technical competence alone won't suffice. Innovation must be paired with inspiration, and expertise with identity, or risk squandering hard-won visibility in an era of unprecedented stakeholder expectations.

Fig. 10. Average Monthly Trust & Like Score for the BigTech Index

	January	February	March	April	May	June	July	August	September	October	November	December
2024	70	71	72	72	72	72	72	72	75	75	74	71
		↑	↑	0	0	0	0	0	↑	0	↓	↓
2025	72	71	69	70	71	68	69	69	70	70		
	↑	↓	↓	↑	↑	↓	↑	0	↑	0		

Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US.

■ 80-100 (Very high) ■ 70-79 (High) ■ 60-69 (Average) ■ 40-59 (Low) ■ 0-39 (Very low)

Change from previous month

What Drives Each Sector's Brand and Reputation?

The Big Idea

As we showed on p. 11, a driver analysis reveals the correlation each brand and reputation attribute has with TLS — and thus which aspects of their identity companies in any given sector should lean into more.

By the Numbers

Which attributes most affect the reputation of your business depends on your sector.

- Inspiration matters most for companies in many sectors, including Auto, Pharma, and Telecom, but they only get Average scores for it.

Fig. 11. Ranking of Attributes as Drivers of Trust & Like Score — by Sector

	Automotive	Banking	BigTech	Chemicals	Electricity	Electronics & Appliances	FMCG	Industrial & Machinery	Insurance	MedTech	Oil & Gas	Pharma-ceuticals	Retail	Telecom
Relevance B	3	1	5	1	3	5	5	4	3	1	1	2	3	2
Inspiration B	1	6	1	6	6	1	2	1	5	6	2	1	2	1
Offering R	2	2	7	10	2	2	1	2	2	2	3	3	1	3
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Attributes: **R: Reputation** **B: Brand** **E: ESG**

- 80-100 (Very high)
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Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US.
The number denotes the ranking of each attribute as a driver of TLS, 1 being the most impactful and 11 the least impactful.
The colors denote the average score for each attribute, highlighting topics where sectors are under- and overperforming compared to their importance.

- For BigTech, Inspiration ranks alongside Integrity and Society as most impactful. Stakeholders care whether companies "behave responsibly" and "have a positive impact on people and society". In the AI era, the real differentiator is whether companies are perceived as ethical innovators navigating AI deployment responsibly while addressing concerns about societal impact.

- Banking, Chemicals, Utilities, and Insurance see lower Inspiration weightings. Stakeholders in these sectors tend to be more sophisticated: naturally, they care more about what you do and how you behave than how interesting or fun you are.

The Takeaway

Building your brand is the secret sauce. Brand-related, or "attitudinal", attributes (**Authenticity, Differentiation, Inspiration,** and **Relevance**), which help distinguish you from competitors and give stakeholders the desire to engage with you, carry more weight than reputation-related ones such as Offering, Innovation, and Leadership — "table stakes" attributes that serve as the foundation for general acceptance of your company and provide you with a license to operate.

For heavily regulated sectors, technical competence is table stakes. The real opportunity lies in who you are, not just what you do. Companies that communicate with authenticity — putting human faces, genuine values, and relatable stories at the center — build trust and loyalty that their competitors' feature lists cannot match.

"

Three attributes disproportionately drive trust: Relevance, Inspiration, and Authenticity.

In other words? Be relatable, be interesting, and be a company that actually does what it says.

Which Touchpoints Work Best?

Fig. 12. Touchpoint Efficiency by Sector — Correspondence Analysis

- ● Touchpoints
- ● Sectors

MedTech

Company's SoMe

Media Coverage

Chemicals

BigTech

Events / Programs

Pharmaceuticals

Industial & Machinery

Products / Services

Word of Mouth

FMCG

Oil & Gas

Electronics & Appliances

Retail

Company's Website

Automotive

No Touchpoint Exposure

Telecom

Sales / CS

Banking

Insurance

Advertising / DM

Electricity

Global results are based on these seven markets: BR, CN, DE, FR, JP, UK, US.

The Big Idea

From corporate websites to word of mouth, media coverage to the products they sell, companies have many touchpoints with their stakeholders. But any touchpoint's efficiency when it comes to improving a company's brand and reputation depends very much on the sector in question.

By the Numbers

The image maps the connection between corporate reputation and stakeholder touchpoints across sectors. Proximity between points indicates stronger relationships, while distance from the center shows how broadly a touchpoint influences brand and reputation — central touchpoints have a universal impact, while peripheral ones are more sector-specific

The Right Touch: Sector-Specific Engagement Strategies

Touchpoint efficiency proves remarkably consistent across sectors, though B2B companies show specialized engagement models. Company websites emerge as the universal baseline, while Social Media, Media Coverage, and Events form a powerful triumvirate for driving Trust & Like Scores.

The Takeaway

Strategic advantage comes from sector-appropriate channel mix: B2B thrives on events and earned media; all sectors benefit from website investment.

Most critically, any engagement consistently outperforms disengagement across every industry.

Oil & Gas:
High Exposure, Low Control

While the reputation of FMCG and Retail companies understandably revolves around product usage, Oil & Gas is more surprising as the next in line. Products & Services is the most effective touchpoint for this sector, which masks a critical issue: stakeholders encounter gasoline daily yet remain unaware of sustainability initiatives or innovation investments. This product-dominant profile leaves reputation vulnerable to external forces.

The solution is deliberate touchpoint diversification — particularly driving traffic to company websites where messaging can be controlled. Without this shift, O&G remains trapped in reductive public perception.

B2B and MedTech:
The Media-Events-WOM Cluster

Chemical, Industrial, MedTech, and Pharma rely heavily on Media Coverage, Events, and Word of Mouth. While recent innovation cycles have amplified positive coverage, this dependence surrenders narrative control.

In-person events prove particularly potent for B2B brand and reputation building. When combined with strategic media and social engagement, this creates multiplicative effects. However, companies must proactively shape stories through owned channels.

Banking, Insurance, Electricity, Telecom:
The Transactional Trap

These sectors correlate strongly with No Touchpoint Exposure, revealing dangerous fragility. Their purely transactional engagement leaves them vulnerable to crises with no relationship buffer. For transactional businesses, creating engagement beyond service interactions is existential. Their proximity to Advertising suggests one potentially fruitful path to take, however.
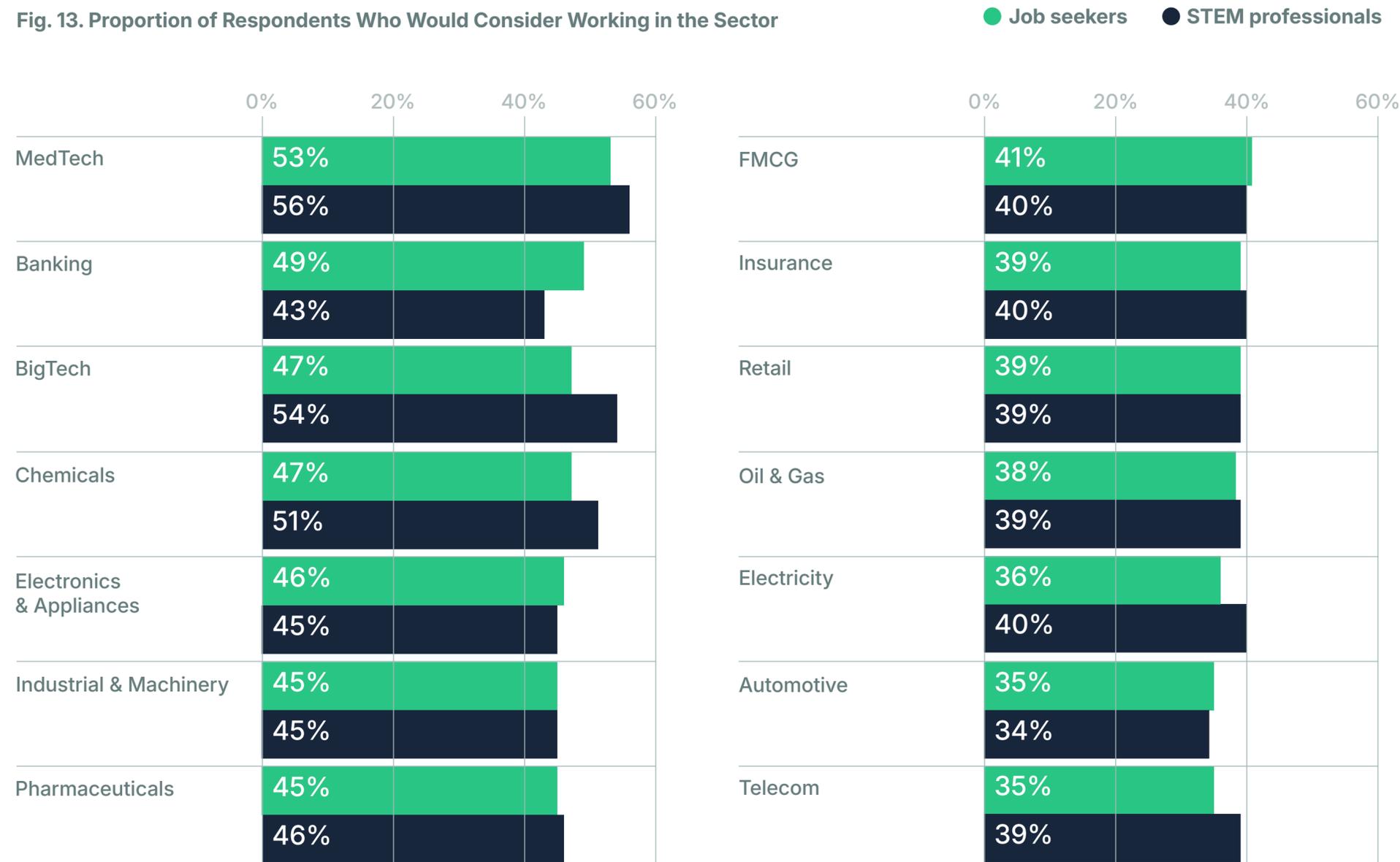
Which Sectors Appeal Most to Job Seekers?

The Big Idea

Amid the war for talent, our data reveals which sectors are increasing their appeal to potential employees — and in which ones HR professionals have their work cut out.

By the Numbers

The tech sector remains most appealing to job seekers, with MedTech dominant. BigTech remains in the top three, though the year-on-year trend is negative. Banking is as popular, but its stock is on the rise, seemingly. "Old school" sectors have seen their standing slip: the Automotive sector, as well as Utilities (Telecom, Oil & Gas, Electricity), make up the bottom four sectors among the general public, attractive to about a third of all job seekers.

For some lower-ranking industries, particularly Retail and FMCG, this may reflect a branding challenge more than reality. Job seekers associate these sectors with the lower-paying, customer-facing roles they encounter most frequently, overlooking the massive corporate organizations and diverse career paths that exist behind the scenes. Breaking this top-of-mind association represents a critical opportunity for talent attraction.

Fig. 13. Proportion of Respondents Who Would Consider Working in the Sector

● Job seekers   ● STEM professionals

Sector	Job seekers	STEM professionals
MedTech	53%	56%
Banking	49%	43%
BigTech	47%	54%
Chemicals	47%	51%
Electronics & Appliances	46%	45%
Industrial & Machinery	45%	45%
Pharmaceuticals	45%	46%
FMCG	41%	40%
Insurance	39%	40%
Retail	39%	39%
Oil & Gas	38%	39%
Electricity	36%	40%
Automotive	35%	34%
Telecom	35%	39%

Global results are based on these seven markets: BR, CN, DE, FR, JP, UK, US.

The Takeaway

For talent and recruitment professionals looking to attract job seekers in 2026, it helps to have deep pockets (Tech, Banking), while your work is cut out if you're in a traditional bricks-and-mortar sector — like Utilities. The branding, marketing, comms, and HR campaigns need to be on point — and as the next section shows, in keeping with the "drivers" for Employer Attractiveness.

What Drives Employer Attractiveness?

The Big Idea

Just as certain brand and reputation attributes can have a greater impact on a company's Trust & Like Score, so too can they drive perceptions of its appeal as a potential employer.

By the Numbers

Inspiration and Relevance are the top drivers of Employer Attractiveness — no surprise, given they're also what drives Trust & Like Scores the most. But instead of Offering, the number 3 spot is taken by Environment — a measure of the extent to which people feel the company in question has a "positive impact on the planet".

Three Outliers

→ Environment might be one of the top 3 drivers over-all, but it's only the 6th biggest driver of Employer Attractiveness in the United States — and 7th in both Germany and the UK.

→ Governance matters more in the US, as does Integrity.

→ In the UK, Offering is the 3rd-most important driver — but just 9th on average globally.

Fig. 14. Ranking of Attributes as Drivers of Employer Attractiveness – by Market

	Global	Brazil	China	Germany	France	Japan	United Kingdom	United States
Inspiration B	1	3	1	1	2	1	1	1
Relevance B	2	11	2	2	1	3	2	2
Environment E	3	2	3	7	3	2	7	6
Differentiation B	4	1	7	3	4	6	4	4
Leadership R	5	9	4	5	5	7	5	7
Governance E	6	10	11	4	10	4	6	3
Authenticity B	7	7	5	6	11	5	11	8
Integrity R	8	4	8	10	9	8	9	5
Offering R	9	8	6	9	8	11	3	10
Innovation R	10	5	9	8	6	10	8	11
Society E	11	6	10	11	7	9	10	9

■ 80-100 (Very high) ■ 70-79 (High) ■ 60-69 (Average) ■ 40-59 (Low) ■ 0-39 (Very low)

Attributes: **R:** Reputation **B:** Brand **E:** ESG

Global results are based on these seven markets: BR, CN, DE, FR, JP, UK, US.

Statistical explanatory power of the driver analysis on employment is relatively lower than on Trust & Like Score. The number denotes the ranking of each attribute as a driver of TLS, 1 being the most impactful and 11 the least impactful. The colors denote the average score for each attribute, highlighting topics where markets are under- and overperforming compared to their importance.

The Takeaway

Employer attractiveness isn't just about reputation fundamentals — it has its own formula. While Inspiration and Relevance remain critical, so does perceived **environmental impact**, revealing that talent prioritizes purpose and planetary impact differently than other stakeholders.

However, this ESG premium varies by market: US candidates weigh Governance and Integrity more heavily, while UK talent still prioritizes your Offering, signaling that employer branding strategies must be **locally calibrated**, not globally templated.

Beyond the UK, both Offering and Innovation rank surprisingly low as attraction drivers. For HR professionals positioning their employer brand in 2026, the data is clear: to capture top talent and STEM professionals, focus elsewhere.

Insights for US Companies

It's no secret that 2025 was a difficult year for communicators and marketers globally given the social climate, and perhaps nowhere were these challenges so acute as in the United States. Thus far, 2026 has provided no evidence it will get any easier.

The pendulum is always swinging, but in the US, its reversals seem more abrupt than anywhere else. It's hard to reconcile that at the start of this decade, companies and corporate leadership regularly commented on social and political issues — not always because they wanted to, but in response to stakeholder demand. Today, however, we see quite the opposite. Where having a voice was not long ago a strength, it's now a potential vulnerability. Even when backed by tangible action, it can be perceived as performative or self-serving to include as part of your communication strategy.

So how should communications and marketing professionals respond to such a polarizing climate? In short: return your focus to the core of your business. Go back to the basics, as I like to say. Marketing and communications should follow a common thread, and that thread must tie back to core offerings — the products and services a company provides. The US, after all, is one of just a few markets globally where "offering compelling products and services" is the single weightiest driver of Trust & Like Scores.

Mainstream media, social media, governments, and even friends and family are all contributing to heightened polarization, conflict, and friction. Quite frankly, stakeholders are fatigued by it all.

> " ... companies need to refocus on standing out based on the value they provide, rather than the opinions they have.

What they're looking for from companies now is not commentary on divisive issues, but reliable delivery on business fundamentals. While not long ago it was fashionable to step out, be vulnerable, and take public stands, today stakeholders increasingly want companies to stay in their lane. So differentiate on your products, your vision and execution, your technical superiority and leadership, your workplace environment — not on where you stand in broader public debates.

Take advice from the campaign slogan of the bank where I began my career: be "brilliantly boring". Being brilliantly boring doesn't actually mean being uninteresting. It means establishing tight guardrails around what your organization stands for, where it has a license to engage, and what is tangibly connected to the business — and strictly adhering to those guardrails. It doesn't mean companies should shun sustainability or social goals; it means reframing how they speak to those issues. Instead of leading with net-zero commitments, lead with the cost savings, efficiency gains, or product improvements that result from those efforts.

Ultimately, companies need to refocus on standing out based on the value they provide, rather than the opinions they have — unless it's a core pillar of their brand identity.

Nikola Mamula
VP, Account Management and Advisory,
North America

Part 3

The Hidden Levers of Corporate Brand and Reputation

We reveal three tactics that companies can employ to improve perceptions of their brand and reputation, from increasing the proportion of people with more than passing knowledge of you to the impact on stakeholder behaviour — like how willing they are to recommend your products and services — when you increase your Trust & Like Score.
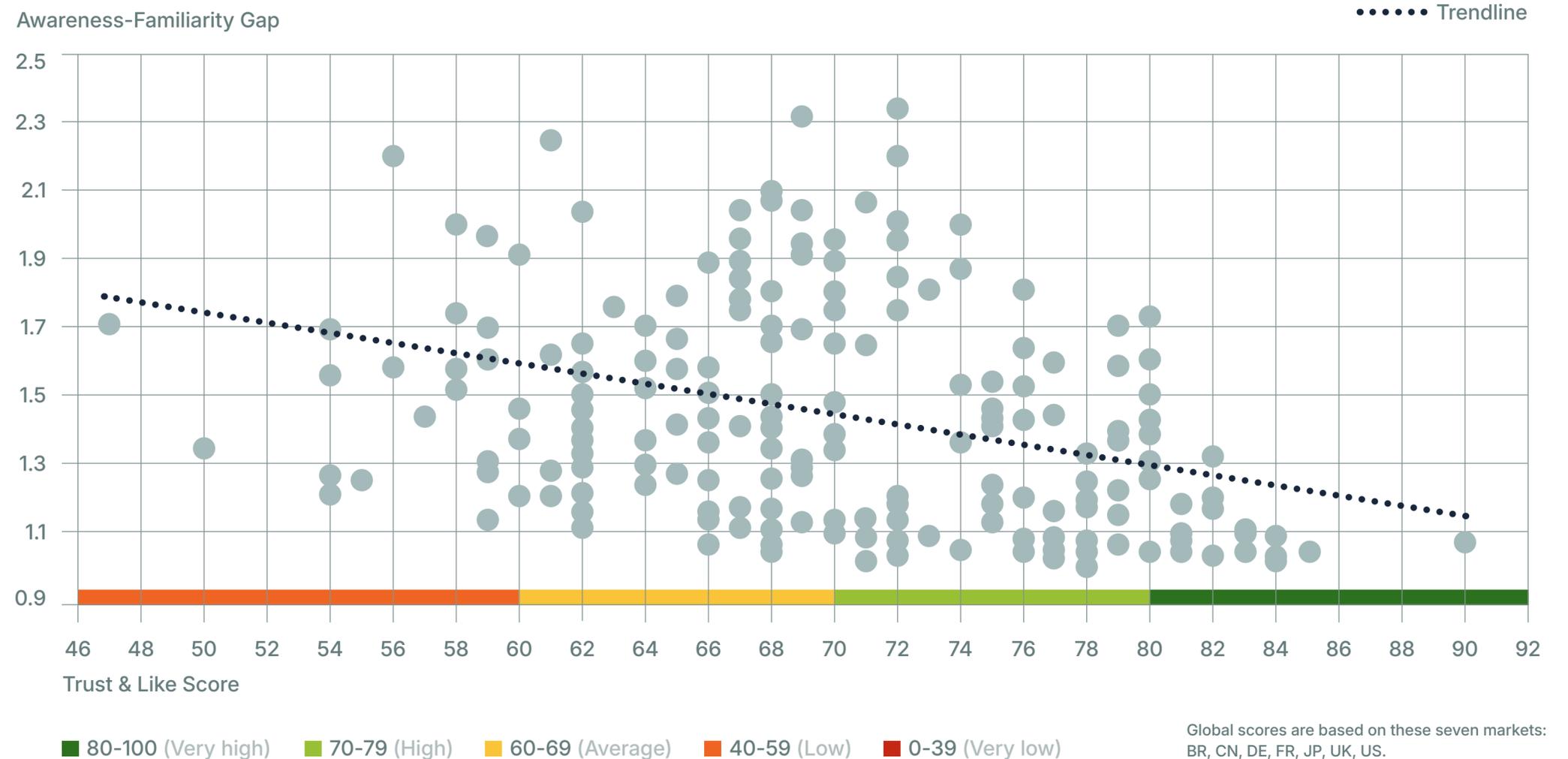
The Awareness-Familiarity Gap

The Big Idea

Caliber measures how well-known companies are across two metrics: **Awareness** (whether people can recall the company by name) and **Familiarity** (whether they have qualified knowledge — specifically scoring 4 or higher on a 7-point scale).

Our hypothesis: The better you tell your story and shift people from awareness to familiarity, the more stable your reputation becomes — and the more resilient it should be to shocks.

Fig. 15. Awareness-Familiarity Gap Effect on Trust & Like Score
Global market index companies

Awareness-Familiarity Gap   ⋯⋯ Trendline

Trust & Like Score

■ 80-100 (Very high) ■ 70-79 (High) ■ 60-69 (Average) ■ 40-59 (Low) ■ 0-39 (Very low)

Global scores are based on these seven markets:
BR, CN, DE, FR, JP, UK, US.

By the Numbers

The data proves the hypothesis. There's a clear linear relationship between the Awareness-Familiarity Gap and Trust & Like Score.

More significantly, a wider gap increases variance in Trust & Like Scores — meaning greater reputational risk. Where the gap — expressed as a ratio of the Awareness score to the Familiarity score — exceeds 1.6, Trust & Like Scores range from 47 to 80. When the ratio falls below 1.2, the lowest TLS we measured is 59.

The Takeaway

Narrowing the Awareness-Familiarity Gap by increasing the number of people somewhat familiar with your company reduces variability in your Trust & Like Score. This creates a reputational moat that typically keeps the score above 59. The key is deepening familiarity — ensuring stakeholders don't just know your company exists, but know more about who you are, what you stand for, and what you do.

> The better you tell your story and shift people from awareness to familiarity, the more stable your reputation becomes — and the more resilient it should be to shocks.

The Familiarity Effect

The Big Idea

Our hypothesis: the more familiar people are with a company, the higher their Trust & Like Score.
In other words, familiarity breeds contentment.

By the Numbers

The data shows a clear correlation. But more interesting is the impact of increasing how familiar your stakeholders are with you — in other words, "moving" them up through the levels of familiarity. As the table below shows, stakeholders who are more familiar with you give a significantly higher TLS.

Fig. 16. Familiarity Effect on Trust & Like Score
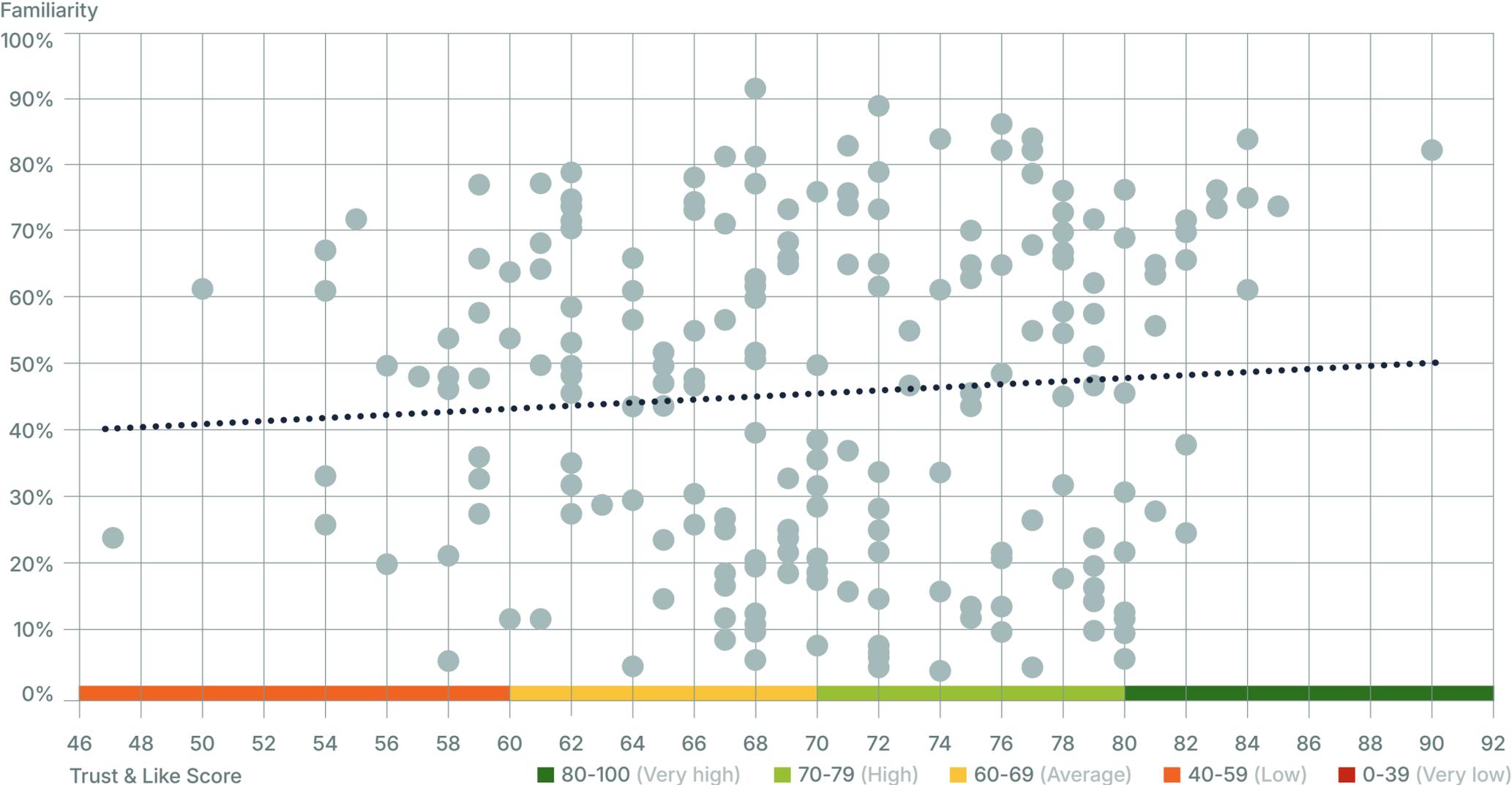Global market index companies

••••• Trendline

Trust & Like Score

■ 80-100 (Very high)   ■ 70-79 (High)   ■ 60-69 (Average)   ■ 40-59 (Low)   ■ 0-39 (Very low)

Fig. 17

Familiarity Tier — Score on a 7-point scale

		Somewhat Familiar		Very Familiar	
		4	5	6	7
BE	BE30	50	58	67	78
BR	B3	59	72	78	90
CH	SMI20	55	64	78	86
CN	TOP30	63	71	79	86
DE	DAX40	54	64	75	85
DK	OMX25	56	63	71	78
FI	TOP15	54	60	68	74
FR	CAC40	50	60	69	81
IT	IT40	60	69	76	84
JP		49	56	67	77
NL	AEX30	52	61	71	81
SE	OMX30	46	54	64	71
UK	FTSE 30	50	60	71	80
US	Fortune 30	48	60	68	80
Global		53	63	72	83
Difference from previous tier			+10	+9	+10

Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US.
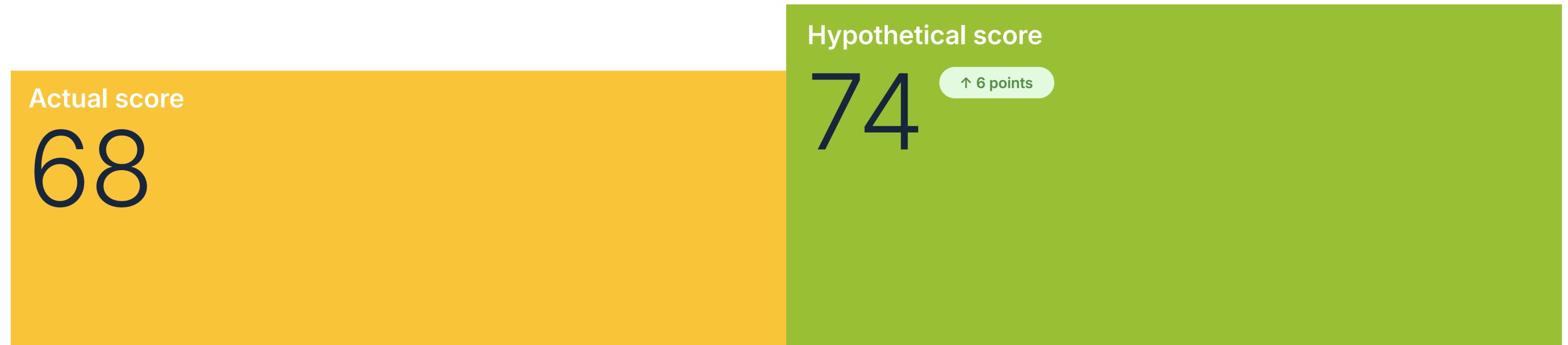
Real-World Impact

A Fortune 30 company that increased stakeholder familiarity by just one point across the board would improve its Trust & Like Score by 6 points.

The Takeaway

For comms teams, the implication is clear: Tell your story in your words. Awareness alone isn't enough: stakeholders need to know your narrative, not just your name. Build a brand story that screams authenticity and demonstrates genuine relevance.

This investment pays dividends and provides a bulwark against reputational risk. Silence isn't an option: if you don't lead your narrative, someone else will own your story. Changing perceptions later is far more costly and time-consuming than getting it right from the outset.

Fig. 18

Actual score

68

Hypothetical score

74

↑ 6 points

- 80-100 (Very high)
- 70-79 (High)
- 60-69 (Average)
- 40-59 (Low)
- 0-39 (Very low)

Stakeholder Segmentation

The Big Idea

Our platform can reach multiple stakeholder groups — not just consumers — which allows us to measure perceptions of sectors and companies across discrete audiences. The underlying principle? Stakeholder groups differ fundamentally in their attitudes.

Some exhibit greater skepticism and lower trust than their counterparts elsewhere. Some sectors perform strongly across all stakeholder groups, while others find favor with specialists and professionals but struggle with the informed general public.

By the Numbers

Stakeholder type matters more than geography. Customers consistently show higher favorability than other groups — except in China. Sustainability activists skew critical in most markets, with Japan and Switzerland as exceptions. Customers and Talent are more positive everywhere but Denmark, while key opinion leaders' perceptions have strengthened in all markets except the Netherlands, Switzerland, and the US.

The next question: how do different stakeholder groups evaluate the 14 sectors we track?

Fig. 19. Trust & Like Score by Stakeholder Group and Market

Legend: ■ 80-100 (Very high) ■ 70-79 (High) ■ 60-69 (Average) ■ 40-59 (Low) ■ 0-39 (Very low)   ✳ Statistically insignificant change   ●●● Change from 2024

	Global	Belgium		Brazil		China	Denmark		Finland		France	
Informed General Public	69	65	+2	78	0	79	63	0	65	+1	65	+2
Customers	77	73	+4	84	0	82	72	-1	71	+1	72	+1
Key Opinion Leaders	70	68	0	79	+2	77	60	0	68	+4	64	0
Talent	70	67	+2	79	+1	78	63	-1	66	+1	65	0
Financial Community	72	67	0	80	+2	81	65	+2	64	✳	68	0
Sustainability Activists	72	67	+2	80	+1	81	61	+1	62	0	66	+2
STEM Professionals	70	67	+5	79	+3	78	62	+1	65	+6	64	+1

	Germany		Italy	Japan		Netherlands		Switzerland		Sweden		United Kingdom		United States	
Informed General Public	67	+2	71	61	0	66	+1	71	+5	57	0	64	+1	68	0
Customers	77	+2	78	73	0	75	+2	80	+3	69	+1	75	+1	76	0
Key Opinion Leaders	67	+1	72	68	+1	67	-2	72	-5	59	+2	67	+2	70	-1
Talent	67	+1	71	65	0	68	0	70	0	58	+1	67	+1	70	0
Financial Community	69	+1	72	64	-2	74	+5	74	-2	64	+3	69	✳	73	+5
Sustainability Activists	69	+3	72	70	-1	68	0	74	+3	55	0	67	+3	68	+1
STEM Professionals	67	+1	71	64	-1	66	-2	70	-5	57	+1	68	+1	71	+1

Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US. China and Italy indices were introduced in 2025.

The results align with overall sector rankings but reveal intriguing nuance. The informed general public demonstrates less trust in B2B companies than stakeholders with direct involvement — B2B companies perform better among customers, key opinion leaders, and the financial community who have direct exposure to their operations. However, this advantage doesn't extend to job seekers and STEM stakeholders, who show lower trust toward Utilities and B2B industries, suggesting broader perception challenges.

Most concerning: industries that rely heavily on STEM talent — Chemicals, Pharmaceuticals, Oil & Gas, and Automotive — struggle to form positive perceptions among these critical professionals, a disconnect that threatens their talent pipelines. The data also reveals narrow stakeholder focus in certain sectors: Banking, Electricity, and Oil & Gas perform well among customers and investors they traditionally prioritize, but fare poorly with other groups, underscoring the urgent need to broaden engagement beyond their comfort zones.

Fig. 20. Trust & Like Score by Stakeholder Group and Global Sector

	Informed General Public		Customers		Key Opinion Leaders		Talent		Financial Community		Sustainability Activists		STEM Professionals	
FMCG	72	+1	77	0	74	+1	73	+1	72	*	74	+2	71	-1
MedTech	72	+2	80	+1	75	+4	74	+3	74	+3	75	+1	73	+1
Retail	72	0	77	-1	75	+1	74	+1	75	*	74	0	72	0
Electronics & Appliances	72	0	79	0	76	+2	73	0	74	+3	77	+2	74	+2
Industrial & Machinery	71	+1	79	+1	71	+2	71	+1	73	+3	74	+3	71	-1
BigTech	69	-3	75	-3	72	-6	73	0	77	0	73	0	73	0
Pharmaceuticals	68	+2	76	+1	70	+2	69	+2	69	*	71	+3	69	0
Chemicals	68	+3	78	+4	73	+6	70	+3	68	*	70	+4	72	+4
Insurance	67	+1	77	-1	71	+3	68	+2	66	-5	72	+3	69	+4
Banking	66	0	76	0	69	-1	69	+1	73	+6	69	0	67	0
Electricity	66	+2	73	+1	71	+4	67	+1	71	+3	69	+2	67	0
Oil & Gas	66	+2	74	+3	68	+3	68	+3	70	+3	67	+2	66	*
Automotive	65	-2	75	-1	69	+2	67	-1	64	-7	68	-1	65	-3
Telecom	65	0	76	+3	70	+3	68	+1	69	+4	69	+1	67	+2

■ 80-100 (Very high)　■ 70-79 (High)　■ 60-69 (Average)　■ 40-59 (Low)　■ 0-39 (Very low)

* Statistically insignificant change　　Change from 2024

Global scores are based on these seven markets: BR, CN, DE, FR, JP, UK, US.

The Takeaway

This data reveals the substantial reputation gains most sectors would achieve by reducing the proportion of stakeholders who are only "somewhat familiar" with them while increasing those who are "very familiar." Consider the Chemicals sector: more than two-thirds of stakeholders report only modest familiarity with companies in this space, giving them an average Trust & Like Score of just 62. In contrast, stakeholders who are "very familiar" with Chemicals companies rate them at an impressive 82 — yet this group represents less than a third of all familiar stakeholders.

The informed general public consistently scores lowest across segments, but this gap reveals opportunity. The logic is straightforward: stronger stakeholder relationships drive deeper familiarity, which in turn strengthens brand and reputation. Companies naturally maintain closer ties with business-critical audiences, but this creates a strategic imperative to close the distance with more peripheral stakeholders. The path forward? Differentiate between 'close' and 'distant' audiences, then develop targeted strategies to deepen engagement across all key groups and extract even more value.

A caveat, however: these sector-level scores mask significant company-level variation. While most sectors show Trust & Like Scores above 70 — indicating generally healthy ecosystems — individual companies within each sector span the full range from leaders to laggards.

"

The averages tell you where your sector stands, not where your company stands. Without direct stakeholder intelligence across multiple segments, you're flying blind to your actual position relative to competitors.

Conclusion:
Seven Actionable Insights for a Turbulent World

Companies today operate in a world of constant flux. Stability is the exception. Issues emerge from nowhere. Stakeholder sentiment shifts overnight. Navigating amid this turbulence requires comprehensive visibility of your stakeholder ecosystem and the ability to answer, in real time, three crucial questions:

When does engagement on an issue strengthen your position? When does it dilute your focus? And does the issue matter to your core business?

What makes stakeholder intelligence indispensable in this context is its ability to reveal any mismatch between your understanding of your stakeholders and the reality of what they're feeling, thinking, and expecting.

It also helps you answer other crucial questions:

- How many stakeholders are connecting any given issue to us?

- How vocal are they on that issue?

- What is their current perception of us — and do they connect us to it?

- Will taking a stance impact the stakeholders we care about?

- Will the investment of resources, time, and capital benefit our core business?

Without real-time answers to these questions, you're navigating blind. With them, you gain the requisite layer of insight into today's world that brings strategic clarity and allows data-driven decision-making.

Michele Tesoro-Tess
Chief Customer and
Strategy Officer,
Caliber

I hope this report has shown what real-time, multi-source stakeholder intelligence is and what it could do for you. To further guide your decision-making this year, I've identified seven key trends that will drive your success in 2026.

1 **Corporate Brand Is Your Business Engine**

Enterprise equity is driven by brand and reputation. Both drive business outcomes, shareholder value, and revenues. Companies today need to act and get their promise clearly in the marketplace. Those focusing solely on reputation will lose out.

Two factors distinguish strong corporate brands: relevance (can stakeholders genuinely relate to your company and its decisions?) and inspiration (do you create emotional connection and interest?). This isn't just about facts and rationality. It's about reaching hearts, not just minds.

2 **Distance Is the Enemy of Trust**

B2C companies enjoy higher Trust & Like Scores precisely because they engage with broader swathes of society daily. The challenge for B2B and B2B2C companies? Articulating the value they bring to society through their core business.

Your customers may be other businesses, but your narrative to the wider public must show how your products and services benefit society long-term. This demands speaking to emotions and aspirations, not merely technical specifications.

3 Engagement Goes Beyond Products

People want to be engaged and heard. Products and services — traditionally the primary value drivers — are just a component of the stakeholder experience now.

The reality is multi-channel, multi-digital, and continuous. The question isn't whether to invest in innovative multimedia strategies, but how to optimize those investments to forge genuine human connections through change, listening, and engagement.

4 The AI Talent Race Is Underway

The AI revolution hasn't fully arrived, yet demand for STEM capabilities already exceeds supply.
Every company will need this talent, and the race is on.

If you increase your appeal as an employer to secure STEM talent, you will gain a competitive edge. And here's the thing: you're not competing with your traditional competitors; you're up against any company out there, making the race even tougher. Tech giants have obvious appeal, but what about traditional industries? The critical question is: why would top STEM talent choose you? Understanding your employer brand and keeping it aligned with the fast-paced change through stakeholder intelligence. is essential to staying competitive.

5 Balance Risk and Opportunity

Stakeholder intelligence is the way to manage your equity because of its dual focus.

Mitigate Risks: Monitoring issues, measuring sentiment, and focusing on your core business are prerequisites to understanding your risk profile. Your focus should also be on closing your Awareness and Familiarity gap, which de-risks your position towards key constituents. Large gaps create volatility in your enterprise equity. They make your intangible value difficult to predict and manage.

Exploit Opportunities: Get close to key audiences, live the reality they are in, leverage your position around meaning and human connection, focusing on what matters. Actively create value through authentic, relevant behaviors.

6 Your Story Will Be Told — With or Without You

Staying under the radar is no longer possible. Either you frame and lead your story and take a stance on issues that are material to you — and then continuously engage and listen to shifts in sentiment — or others will do it for you. The moment you lose the reins, you're in the headlines. That's when you start being reactive rather than leading, which is a very dangerous position to be in.

Building deep stakeholder knowledge beforehand isn't just smart communications; it's financially wise. Strong awareness and familiarity make your intangible assets more valuable and more stable.

> The good news: Trust & Like Scores across stakeholder audiences are high. Most sit in the 70s, proving companies are doing a great job.

7 Expand Beyond Your Inner Circle to Engage Material Audiences

The good news: Trust & Like Scores across stakeholder audiences are high. Most sit in the 70s, proving companies are doing a great job with their core constituencies.

The hidden risk? Your highest scores come from those closest to you: business decision makers, opinion leaders, and analysts. You engage them daily through core business activities; inevitably, they know you best.

But what about the broader array of stakeholders who shape public discourse, drive purchasing decisions, or take strong stances on issues relevant to your sector. They often provide the weakest Trust & Like Scores, yet their perceptions can significantly impact your success.

How you identify, listen to, and engage with these key audiences should define your stakeholder ecosystem and strategy in 2026 and beyond..
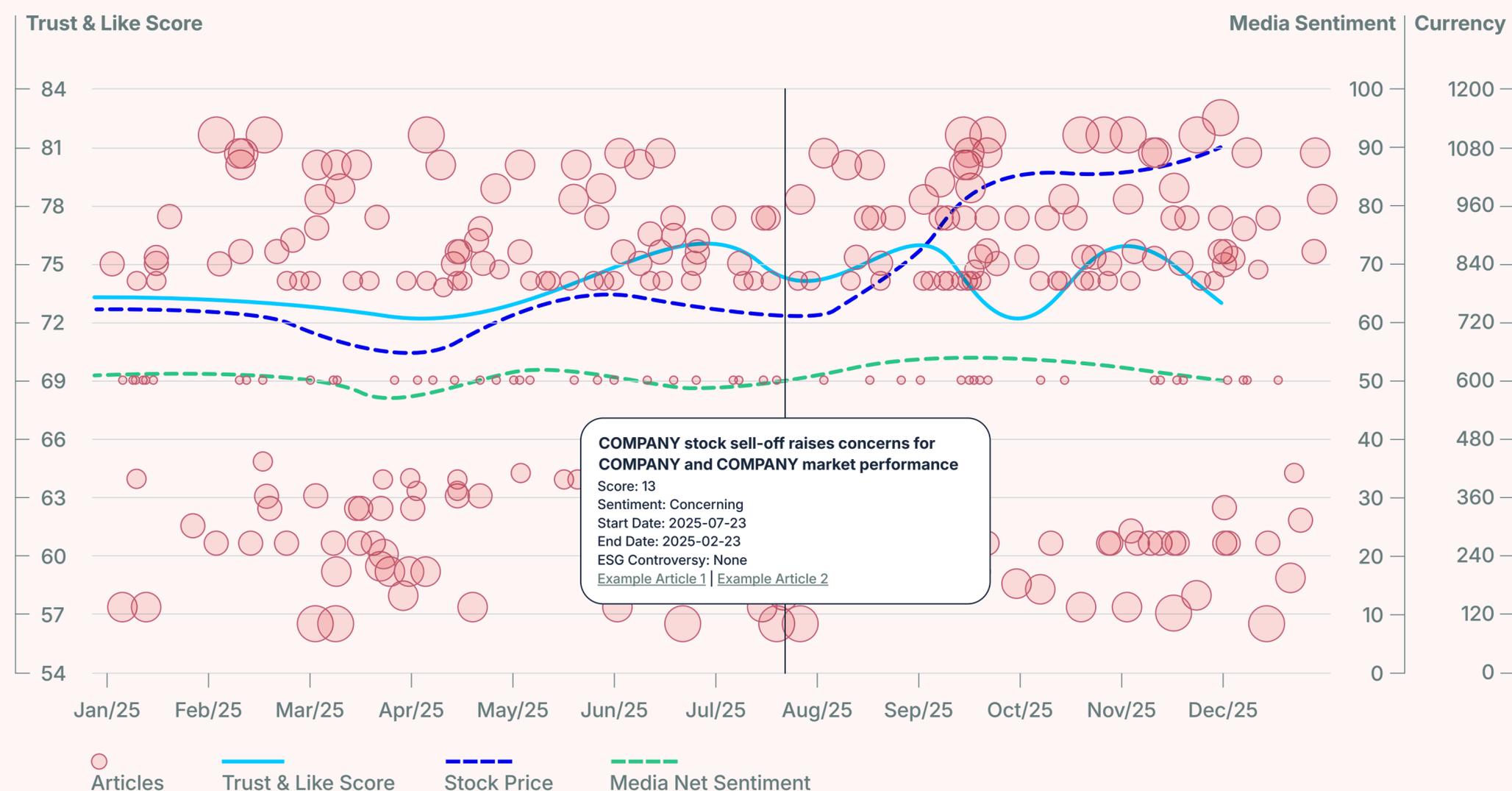
Navigating Complexity With Stakeholder Intelligence

The complexity is real and growing, with material challenges in constant flux. But there's encouraging news: stakeholder intelligence is becoming more powerful precisely when we need it most. Drawing on multiple data sources across diverse stakeholder groups and increasingly supported by AI-driven analysis and interpretation, it delivers targeted value to C-level executives — whether CHROs focused on talent attraction, CMOs on brand health, CROs on reputation risk measurement and mitigation, or CCOs overseeing the broader stakeholder support ecosystem.

Consider the figure below, which shows several sources of real-time data converging: our proprietary Trust & Like Score measuring stakeholder perceptions of a leading European tech company; media sentiment and volume tracking for that company; and its share price movements. This integration allows executives to see what's actually moving the needle — revealing, for instance, how media coverage influences both reputation and share price, or how reputation shifts drive market value.

But this is just the beginning. Additional data sources can be layered in — corporate metrics like sales figures, customer satisfaction scores, employee engagement data, social listening insights, and more. The data can be segmented by stakeholder group, revealing how different audiences respond differently to the same events. And AI is increasingly enabling us not just to analyze and interpret these patterns, but to detect signals across time, predict stakeholder behavior, and forecast impacts on enterprise value before they fully materialize.

The capabilities, analytics, and resources to navigate this environment already exist. Stakeholder intelligence provides the clarity to make informed decisions, and the insight and predictability to anticipate shifts, mitigate risks, and exploit opportunities.

So, the question isn't whether you can succeed in this environment.

It's whether you'll leverage the power of stakeholder intelligence to navigate the complexity.

Fig. 21. Multi-data Stakeholder Intelligence in Action

Trust & Like Score — Media Sentiment | Currency

COMPANY stock sell-off raises concerns for COMPANY and COMPANY market performance
Score: 13
Sentiment: Concerning
Start Date: 2025-07-23
End Date: 2025-02-23
ESG Controversy: None
Example Article 1 | Example Article 2

Legend: Articles | Trust & Like Score | Stock Price | Media Net Sentiment

Methodology

Our 2025 data is based on interviews with more than 360,000 individuals in 37 countries, between 1 January and 31 October. Together, they generated more than 960,000 responses (as respondents rate multiple companies). Our 2024 data is based on interviews with more than 400,000 individuals, which generated more than 1.13 million responses.

The results are based on a demographically representative sample of the target audience, and respondents need to be sufficiently familiar with the company that they rate. Data is typically collected on a 1-7 Likert scale and rescaled to a 0-100 range for easier comparability. Our methodology deliberately avoids filters, weights, and other adjustment factors to protect the integrity of the data.

For efficiency and understandable interpretation of the results, we apply a simplified way to calculate the margins of error, based on sample size only and fixed standard deviation. The approach assumes 95% confidence level and standard deviation of 20 for all scores. Both scores and differences between scores are rounded for simplicity of use.

As the world's leading stakeholder intelligence platform, Caliber has conducted more than 4M stakeholder interviews and tracked over 6,000 companies in 40+ countries.

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