



Swiss Re



# Is Reputation Manageable? –A Benchmarking Exercise

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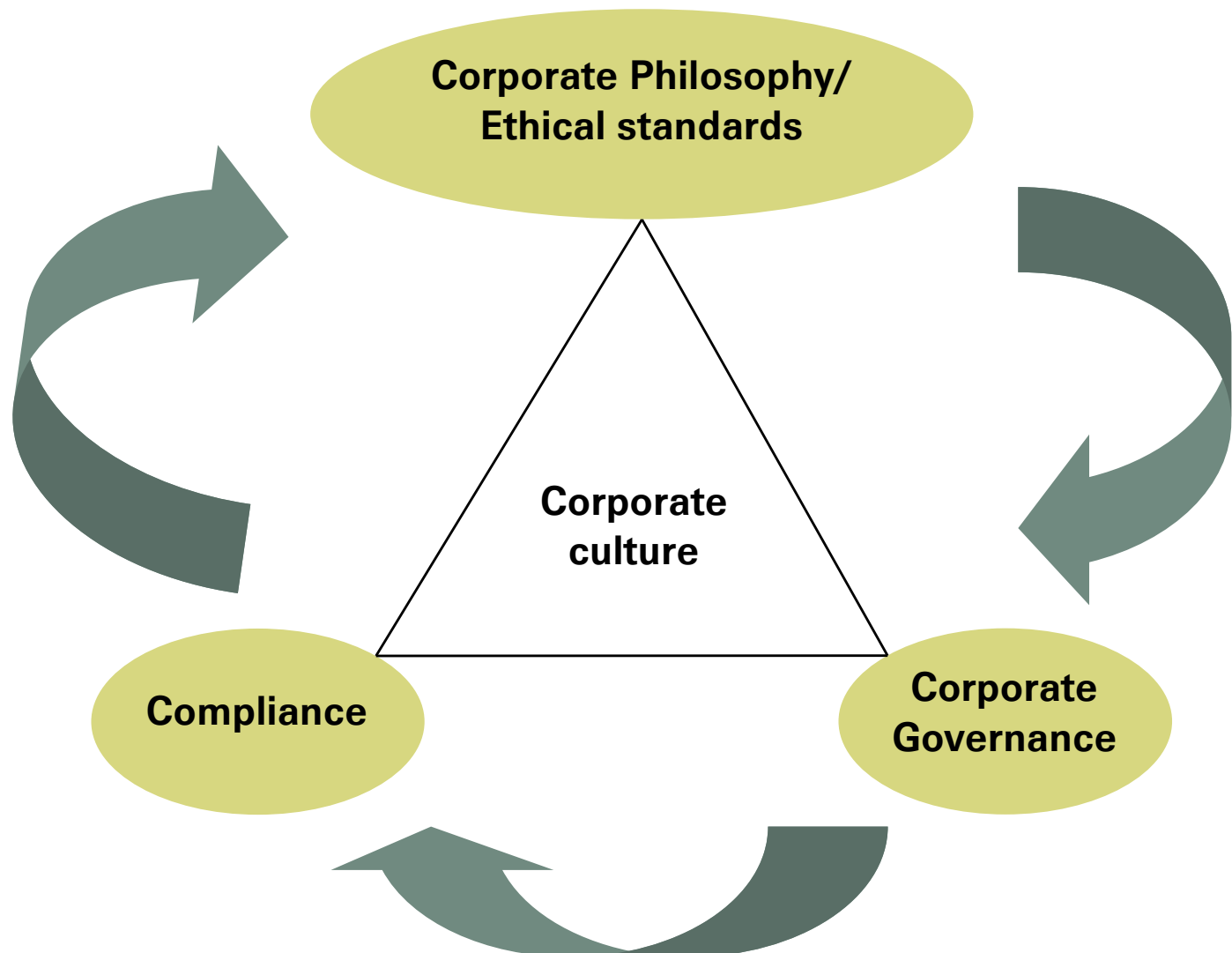
9 September 2005

“The Market Value of Reputation”  
6th International Sustainability Symposium  
8/9 September 2005  
Swiss Re Centre for Global Dialogue, Rüschtlikon

Reputation Symposium  
8/9 September 2005  
Peter Forstmoser



# Good Reputation: Applied Ethics





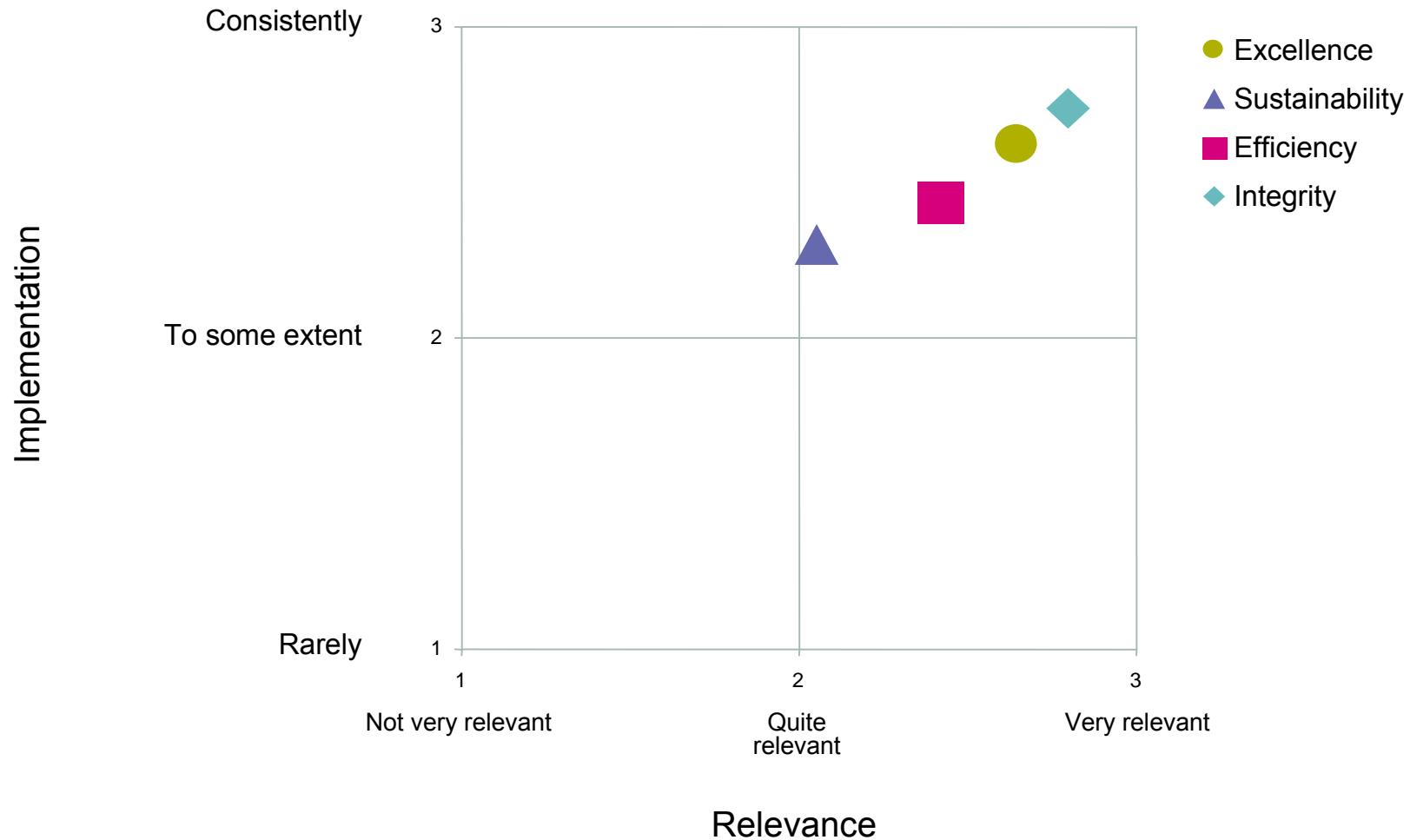
## Corporate Philosophy

What we stand for

Excellence  
Sustainability  
Efficiency  
Integrity



# Core Values – Relevance and Implementation (I)





## Core Values – Swiss Re Reputation Report (II)

- Integrity

“You can’t say there is anything crooked about them”  
[Investor]

- Excellence

“Without a doubt they are one of the premier  
reinsurers, if that’s an indication. ...”  
[Broker]



## Corporate Philosophy (I)

- “Communication, Respect, Integrity, Excellence”



## Corporate Philosophy (II)

- “Communication, Respect, Integrity, Excellence”
- “Excellence, Efficiency, Sustainability, Integrity”



## Corporate Philosophy (III)

- “Communication, Respect, Integrity, Excellence”
- “Excellence, Efficiency, Sustainability, Integrity”  
– **Swiss Re**



## Corporate Philosophy (IV)

- “Communication, Respect, Integrity, Excellence”  
– **Enron**
- “Excellence, Efficiency, Sustainability, Integrity”  
– **Swiss Re**



# Translating Core Values into Specific Hands-on Guidance (I)

- **Corporate Governance → structures**



## Translating Core Values into Specific Hands-on Guidance (II)

- Corporate Governance → **structures**
- Compliance → **transactional** approach (processes)



## Example I: Ethical Dilemmas

- These questions may also help you decide when unsure about the best way to proceed:
  - “Are my intended actions legal and compliant with applicable legal, regulatory, and ethical standards?”
  - “Am I being fair and honest?”
  - “Will my actions stand the test of time?”
  - “How will I feel about it afterwards?”
  - “Could I justify it to my colleagues?”
  - “How would it look on the front page of a newspaper?”



## Example II: Gifts and Entertainment

- Use your good judgment. If you have difficulty determining whether a specific gift or entertainment item lies within acceptable business practices, ask yourself:
  - “Is it legal?”
  - “Is it clearly business-related?”
  - “Is it moderate, reasonable, and in good taste?”
  - “Would public disclosure embarrass Swiss Re?”
  - “Is there any pressure to reciprocate or grant special favours?”
  
- If still in doubt after consultation with superiors and/or the Compliance Officer, Swiss Re recommends that you decline.



## Tools for Measuring Reputation

- Swiss Re Reputation Survey
- Media Evaluation
- Brand Performance Survey
- Denison Survey



## Corporations' Reputation

- Not entirely controllable

But

- Clearly manageable
- To some degree measurable