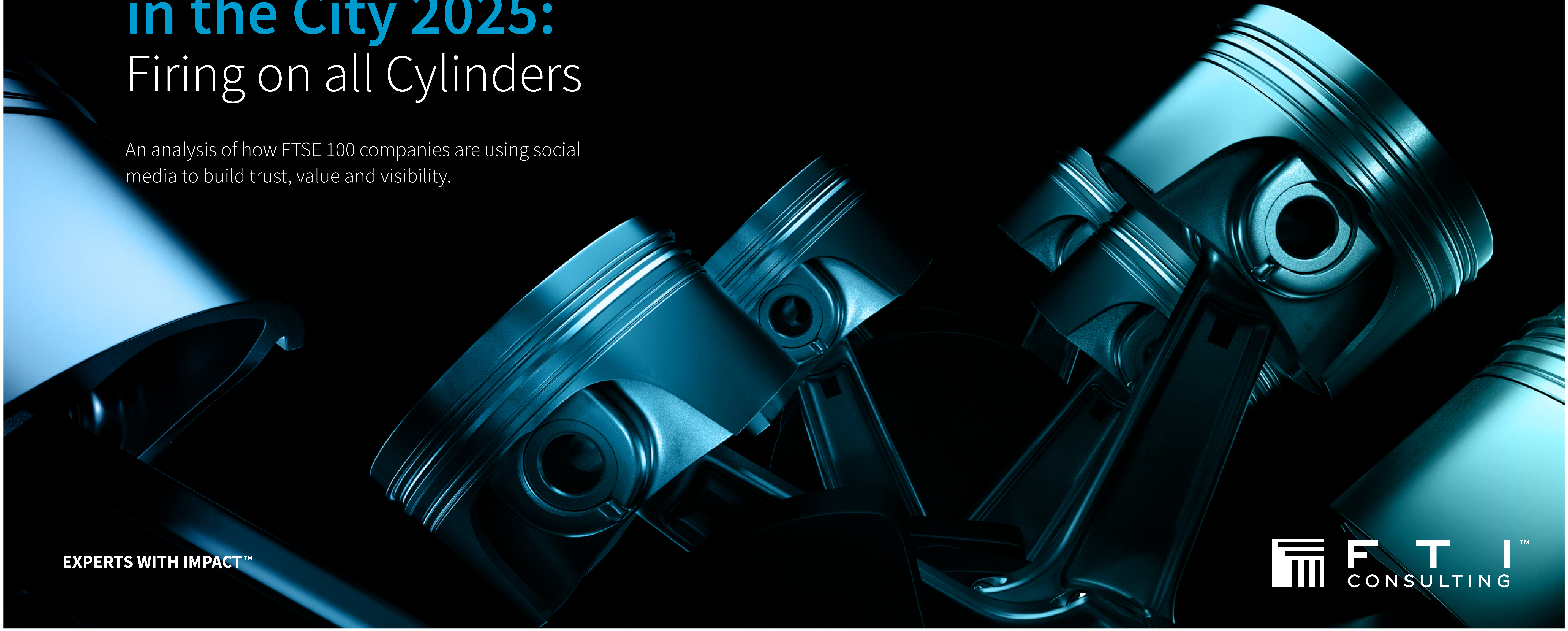
Social Divide in the City 2025:
Firing on all Cylinders

An analysis of how FTSE 100 companies are using social media to build trust, value and visibility.



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"It's clear that social media is now an influential factor in investor decision-making, yet, our data shows that there remains a significant opportunity for FTSE 100 companies to truly maximise the potential of their digital communications to deliver clarity and confidence at scale."

Andrew Williams,
Senior Managing Director, FTI Consulting

Just over ten years ago, we asked a deceptively simple question: how effectively were FTSE 100 companies using social media to support their financial communications?

The answer in 2014 wasn't that no one was trying – in fact, around half the index posted on Twitter (now X) about their results. But the efforts were patchy, inconsistent and largely ineffective. Few companies were using social media strategically to communicate their performance. We called it the "Social Divide in the City" – a gap between digital potential and actual business impact.

Fast forward a decade. The world has changed and so has the role of social media.

Today, social media sits at the heart of a volatile, high-stakes digital ecosystem shaped by geopolitical pressures, rising employee activism, polarised discourse, and the rapid disruption of AI. Corporate stakeholders – from investors and regulators, to customers and employees – now expect real-time transparency, visible leadership, and human connection. Social media has moved from nice-to-have to mission-critical.

Over the past ten years, we've worked with many of the world's most influential businesses to help navigate this shift – helping to build digital strategies that are credible, resilient and, above all, impactful. This report brings together everything we've learned: a definitive, data-backed view of how the FTSE 100 are using social media to build trust, shape narrative and communicate value.

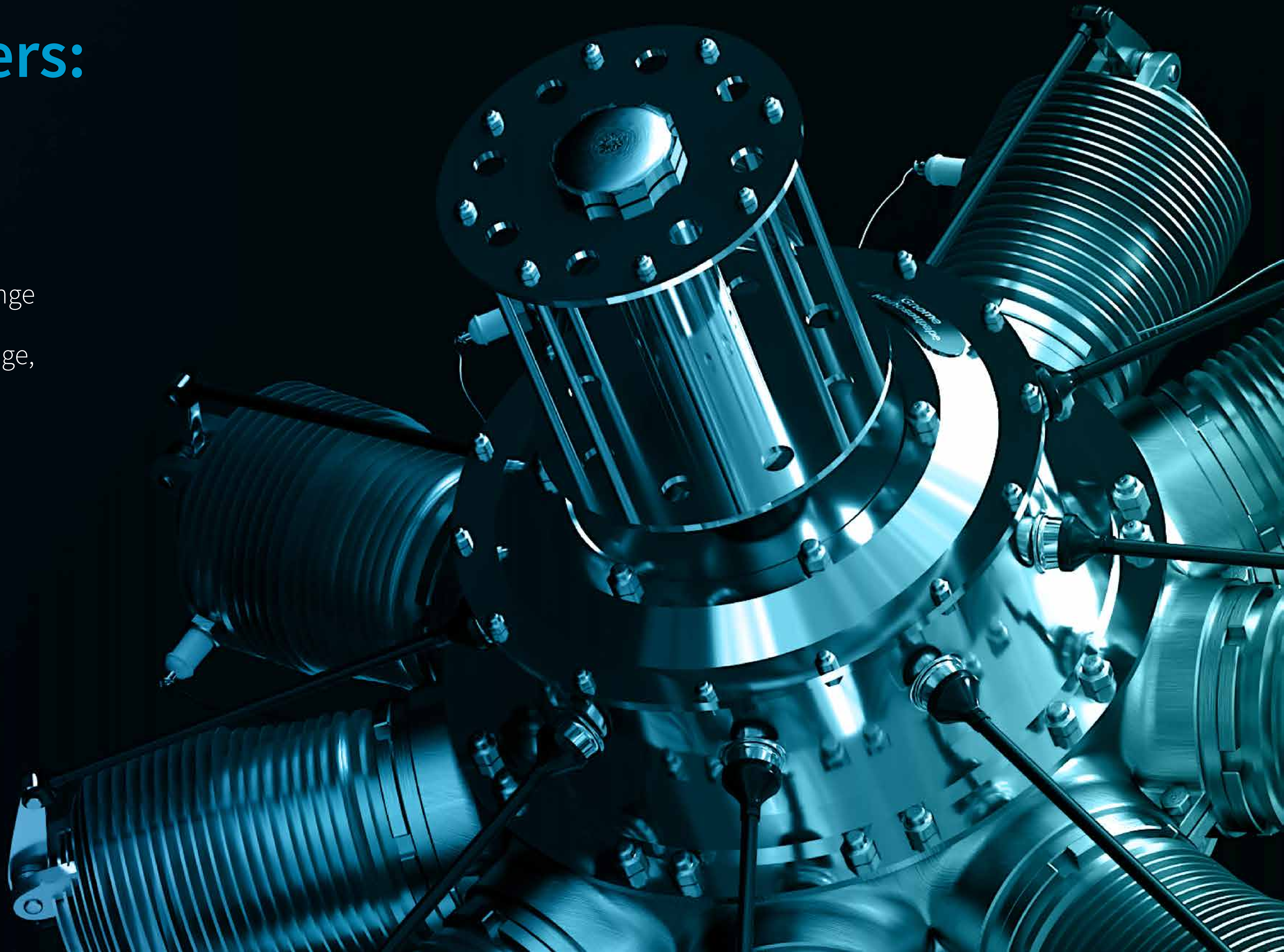
We've once again used annual results season as our lens – the moment when every company has something to say, and every stakeholder is paying attention. But our methodology has evolved. We've gone beyond company channel activity to assess the full "reputation engine": how companies are using corporate accounts, executive voices, paid amplification and employee advocacy to cut through.

What we found is a new kind of divide. **While a handful of companies are firing on all cylinders – coordinated, consistent, and credible – the majority remain underpowered.** Many are defaulting to corporate habit rather than strategic intent.

This report sets out what good looks like – and why it matters more than ever.

Firing on all cylinders: The Social Media Reputation Engine

Stakeholders form perceptions across a wide range of touchpoints – including corporate websites, leadership LinkedIn profiles, online news coverage, Glassdoor reviews, Wikipedia entries, and, increasingly, AI-powered search results...



In fact, global investors now rank the corporate website, the company's LinkedIn page, and the CEO's LinkedIn profile as the three most influential digital sources informing their research and decision-making. This reflects a growing demand for direct, transparent and human-centred communication – delivered through digital channels that stakeholders increasingly expect to be active, credible and up to date.

In this broader context, social media is a reputational engine capable of building trust, shaping sentiment, and driving influence at scale. Over the past decade, we've developed and refined a definitive framework for how that engine works. It's built on four essential cylinders – the core components that, when firing together, can power corporate reputation.

Each element contributes to a distinct aspect of reputational impact: company channels provide scale and credibility; paid amplification ensures precision and reach; leadership visibility delivers authenticity and trust; and employee advocacy deepens cultural resonance and ownership.

Yet few FTSE 100 companies are leveraging all four components in unison. Some depend heavily on corporate channels without amplification, while others showcase visible leadership but lack message consistency. Employee advocacy, in particular, remains significantly underutilised across the board.

The four cylinders powering corporate reputation

Company Channels
The core corporate presence across platforms such as LinkedIn, Instagram and YouTube

Paid Amplification
Targeted advertising of content to ensure key messages reach defined audiences

Leadership Visibility
The role of senior executives in shaping narrative, building trust and personalising strategy

Employee Advocacy
The distributed, authentic voice of the workforce, helping to scale reach and reinforce culture

Why the Reputation Engine matters

While strong social media performance does not directly cause higher share prices, there is growing evidence of a correlation between digital communications excellence and company performance.

Among the top ten companies in our Reputation Engine Index – which measures how effectively FTSE 100 firms use social media to support corporate and financial communications – the average one-year share price increase was +24.6%, compared to a FTSE 100 average of +4.6% over the same period of our analysis (1st May 2024 - 30 April 2025).

This gap is hard to ignore. While correlation is not causation, it does suggest that companies investing in transparency, visibility, and consistent multi-channel digital storytelling may also be cultivating the kinds of reputational strength that underpin long-term value and stakeholder confidence.

That connection is reinforced by investor sentiment. According to FTI's survey of global institutional investors:

99%

of investors say effective digital communications are important for supporting investor relations

70%

believe they are very important

74%

say digital communications are an influential factor in investment decision-making

71%

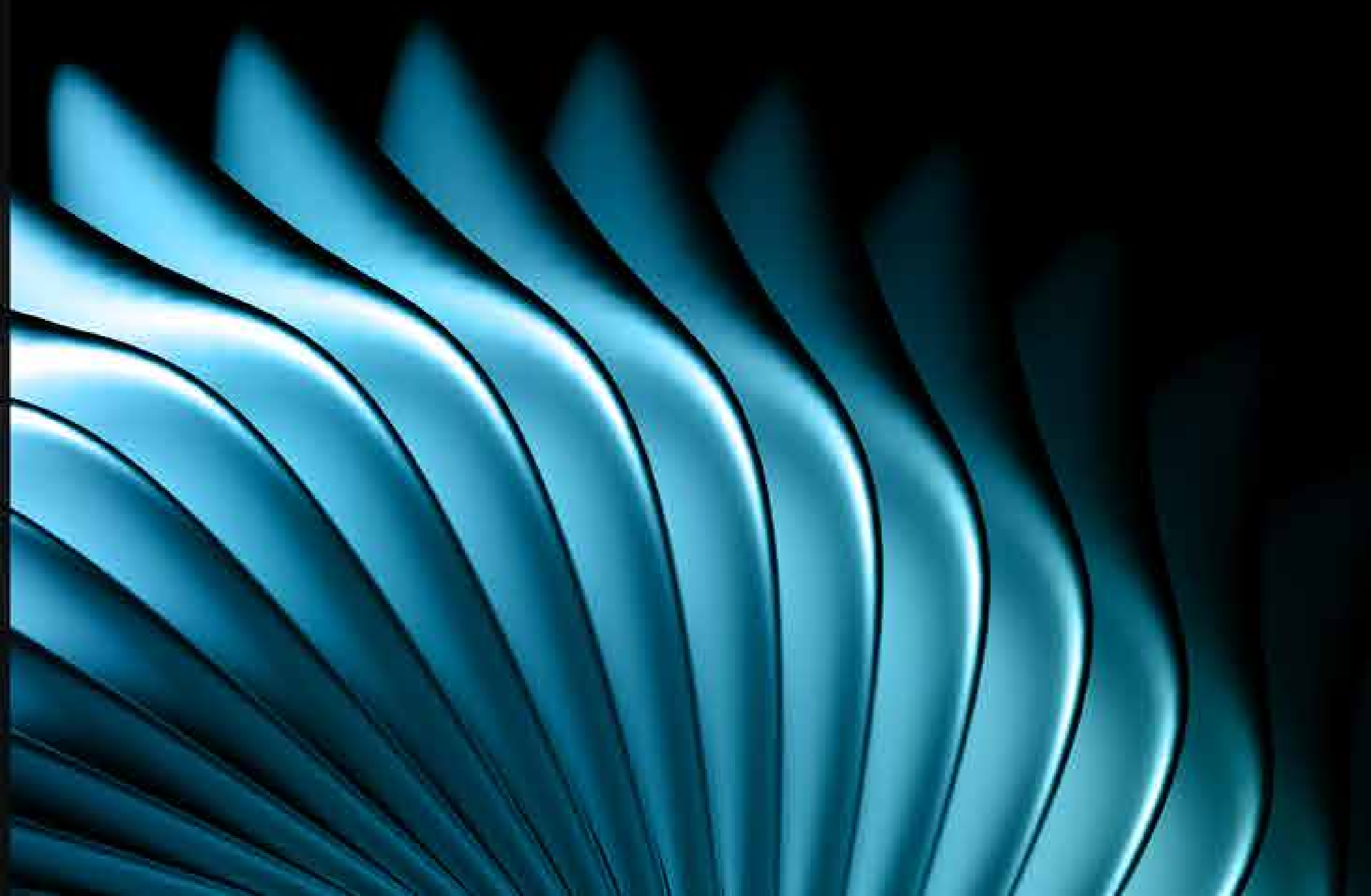
would prefer to invest in a company whose senior leaders regularly communicate on social media

46%

cite greater transparency as the single biggest benefit of digital engagement by corporates

Put simply: investors are highly attuned to the quality and consistency of companies' digital communications. They value clarity, access and responsiveness – all of which social media can deliver at scale when used with intent and consistency.

So, who is getting it right?



Our methodology

This report uses a 100-point scoring system to assess how effectively FTSE 100 companies are using social media to support corporate reputation. The score reflects performance across three measurable components of what we call the “reputation engine”: company channels (43 points), leadership voices (CEO and CFO visibility 26 and 15 points respectively), and use of paid amplification via LinkedIn advertising (16 points). These weightings reflect both the impact and measurability of each element, with the largest emphasis placed on the company’s owned presence across platforms.

While employee advocacy is a core part of our framework, it is not scored in the index due to inconsistent measurement across companies, but its impact is no less significant, and explored further in this report.

For more details on the methodology
+ see page 22.

Reputation engine:

43pts

Company channels

26pts

Leadership voices (CEO)

15pts

Leadership voices (CFO)

16pts

Paid amplification via LinkedIn advertising

FTSE 100: Social Media Reputation Engine Index

Companies ranked by reputation score out of 100. Top 40.

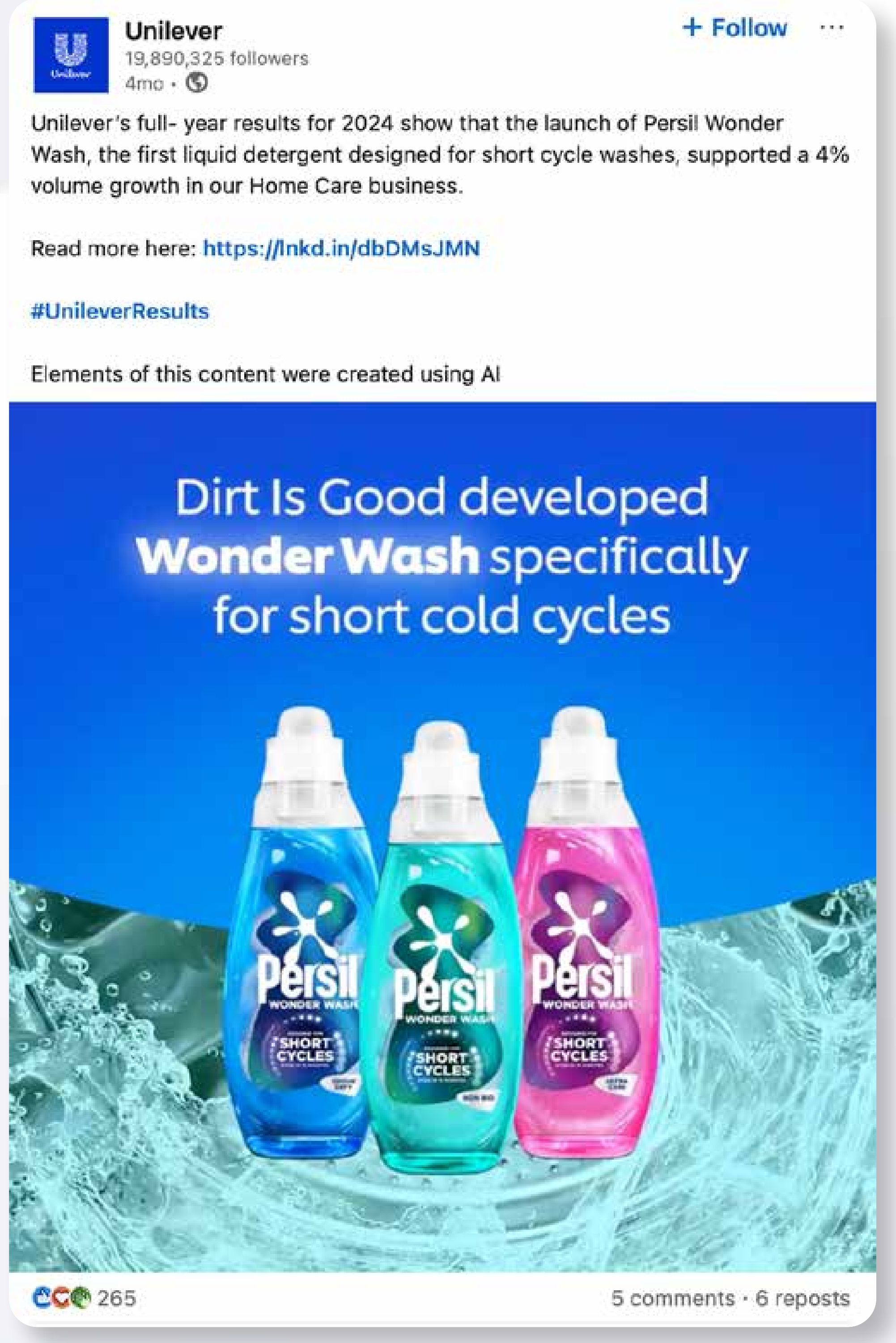
01	Unilever	80
02	Rolls-Royce Holdings	75
	Standard Chartered	75
04	BAE Systems	73
05	Aviva	67
	Marks & Spencer	67
07	Hiscox	66
	Kingfisher	66
09	AstraZeneca	65
10	Schroders	64
11	NatWest Group	63
12	Diageo	61
	GSK	61
14	Lloyds Banking Group	60
	Haleon	60
16	Rio Tinto	59
17	Sage Group	58
	Sainsbury’s	58
	Smith & Nephew	58
20	Reckitt	57
21	HSBC	56
22	Beazley	55
	Vodafone	55
24	London Stock Exchange Group	54
	St James’s Place	54
26	British American Tobacco	52
	Legal & General	52
28	Barclays	51
29	M&G	50
	Prudential	50
31	Coca Cola HBC	49
	Convatec Group	49
33	Shell	48
34	Centrica	47
	InterContinental Hotels Group	47
	Pearson	47
37	BT Group	46
	Hikma Pharmaceuticals	46
39	Intertek	45
40	JD Sports	43
	Phoenix Group	43

The Engine in Action:
Unilever – Firing on all Cylinders

Unilever tops the 2025 Social Media Reputation Engine Index with a standout performance across nearly every component of the framework. The company scored the highest total across company channels, with near-perfect use of LinkedIn (17/18), Instagram (6/7), YouTube (6/6), and Facebook (3/4), demonstrating both breadth and strategic consistency in its approach.

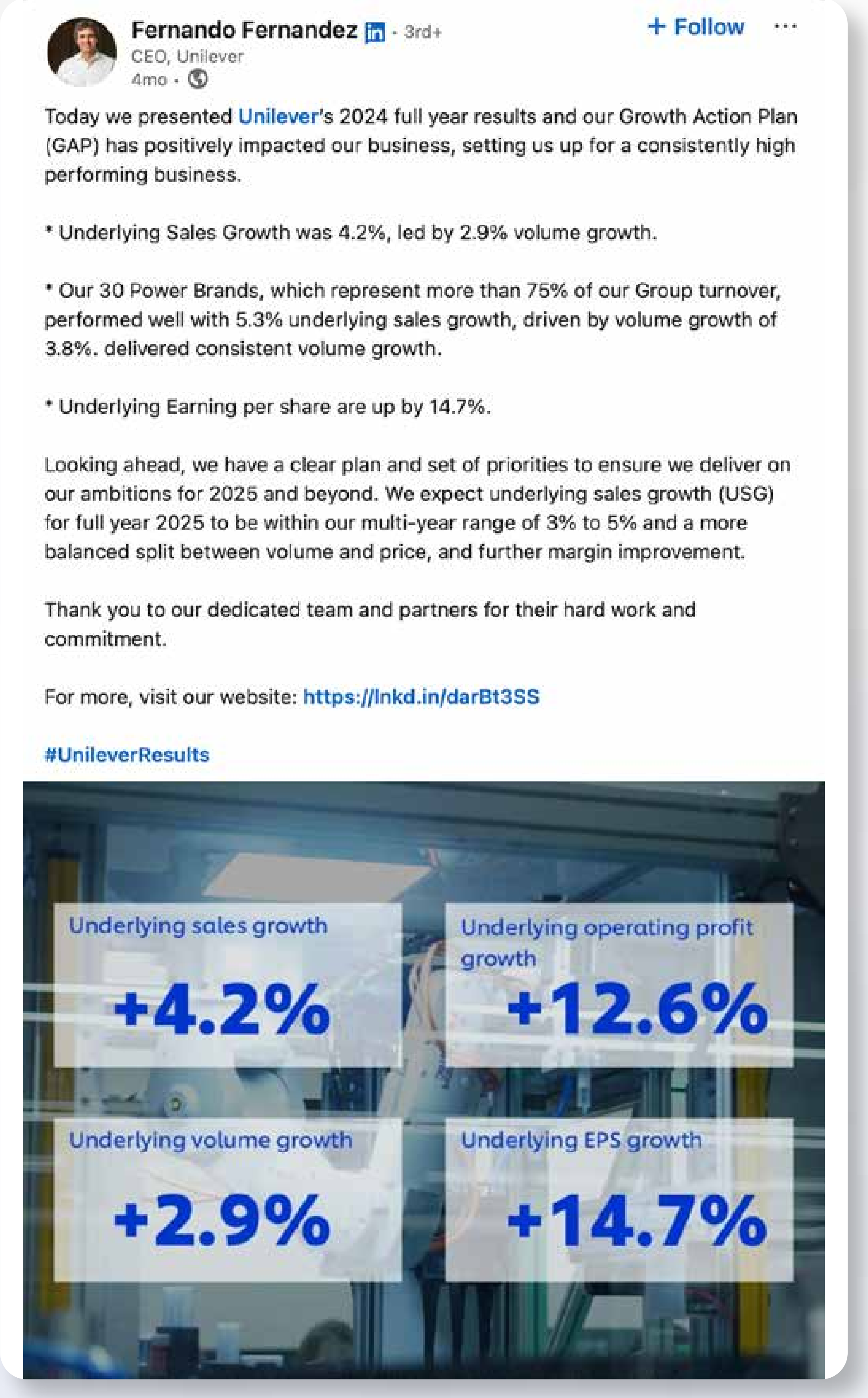
Crucially, the messaging around growth – a central theme of Unilever's latest results – is cohesive across all channels, from leadership posts to financial highlights graphics and executive videos. This clarity is further reinforced by the company's corporate website, which featured detailed explainers and accessible narratives that contextualised the numbers, making it easier for all stakeholders to understand the story behind the figures.

Unilever was also one of just 22 FTSE 100 companies to achieve the maximum possible score for paid amplification (16/16), ensuring that its financial messaging not only reached the right audience but was targeted, timely, and amplified with precision.



The company performs strongly in the leadership category. CEO Fernando Fernandez (formerly Unilever's CFO during the reporting period) earned 24 out of 26 points, placing him joint 8th in our CEO ranking. Fernandez also topped our CFO rankings in the 2024 report *Leading from the Front: Filling the Communications Void.* While Unilever's CFO score is lower (6/15), this reflects a transitional moment. Acting CFO Srinivas Phatak was not in the role at the time of the annual results but has already begun posting actively about the company's Q1 performance – suggesting momentum is building here too.

Overall, Unilever exemplifies what it looks like to fire on all cylinders: a coordinated, consistent, and credible programme spanning corporate channels, leadership, amplification and, increasingly, employee advocacy. The result is a modern digital reputation strategy that supports not only communications, but broader stakeholder trust and long-term value creation.

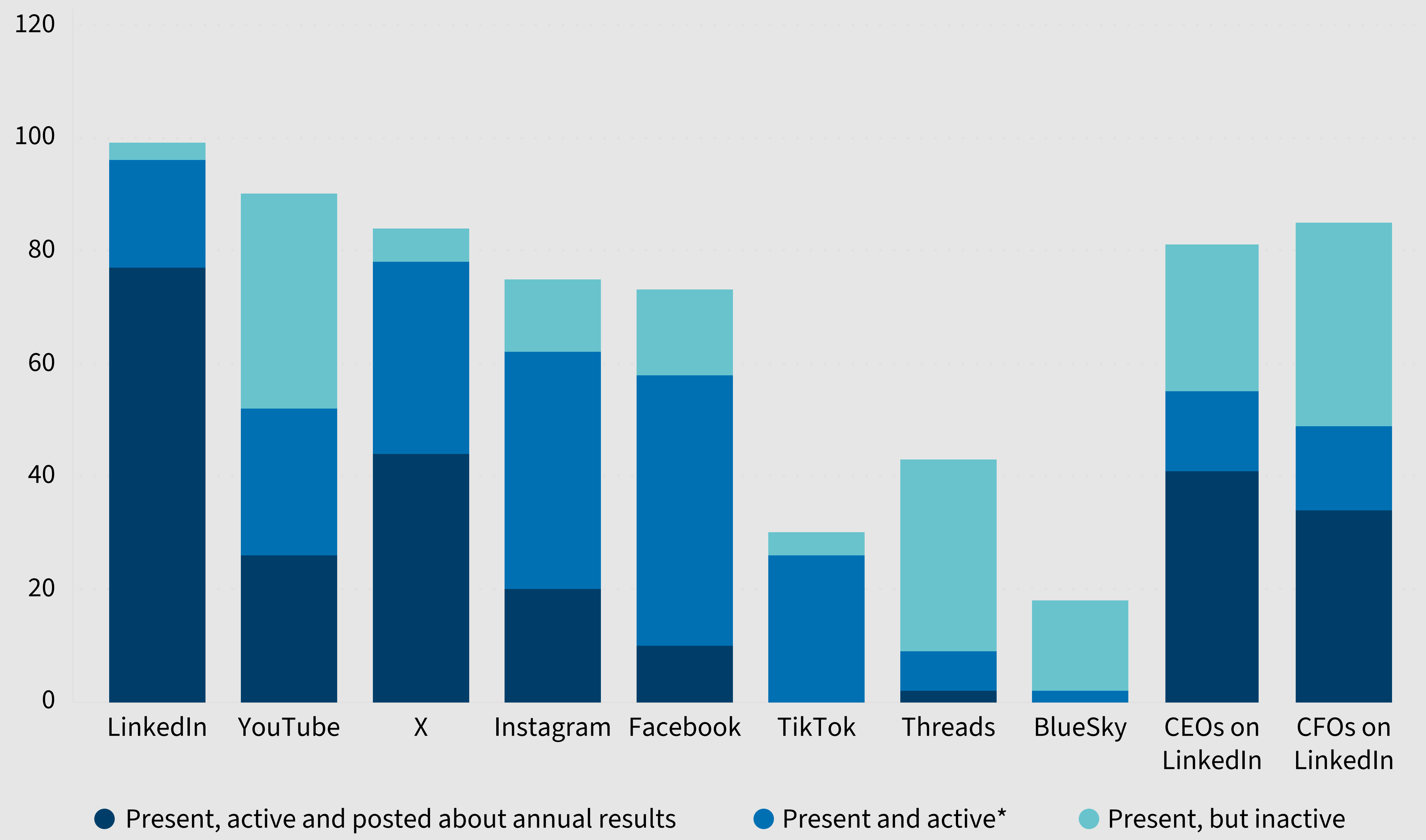


2025 channel overview

While the vast majority of FTSE 100 companies are now actively engaging on LinkedIn, activity across other platforms — and use of paid amplification — remains inconsistent and often tactical.

This reflects a broader trend: while many companies have embraced LinkedIn as the default corporate channel, they are less confident about the value or role of platforms like Instagram, YouTube, X, or TikTok for corporate and financial communications. In the next section of this report, we highlight examples of how some companies are stealing a lead on their peers and really maximising the opportunities on these platforms.

FTSE 100 social media presence



*Active is defined as posting at least once in the last six months

Charles Armitstead,
UK Head for Strategic Communications at FTI Consulting

"Social media sits at the heart of a volatile, high-stakes digital ecosystem shaped by geopolitical pressures, rising employee activism, polarised discourse and the rapid disruption of AI. Corporate stakeholders — from investors and regulators, to customers and employees — expect real-time transparency, visible leadership and human connection. It's clear that effective social media engagement has moved from nice-to-have to mission-critical."

Company channels

LinkedIn is the cornerstone of digital reputation in the FTSE 100 — and rightly so.

It's where companies achieve the highest engagement, reach their most influential audiences, and increasingly, where investors expect to see corporate storytelling.

But that doesn't mean other platforms don't have a role to play. YouTube is an essential video host and search engine. Instagram is growing in employer brand relevance. Facebook remains useful in select markets. And platforms like TikTok – while still emergent in this context – offer unique cultural resonance with younger demographics and employees.

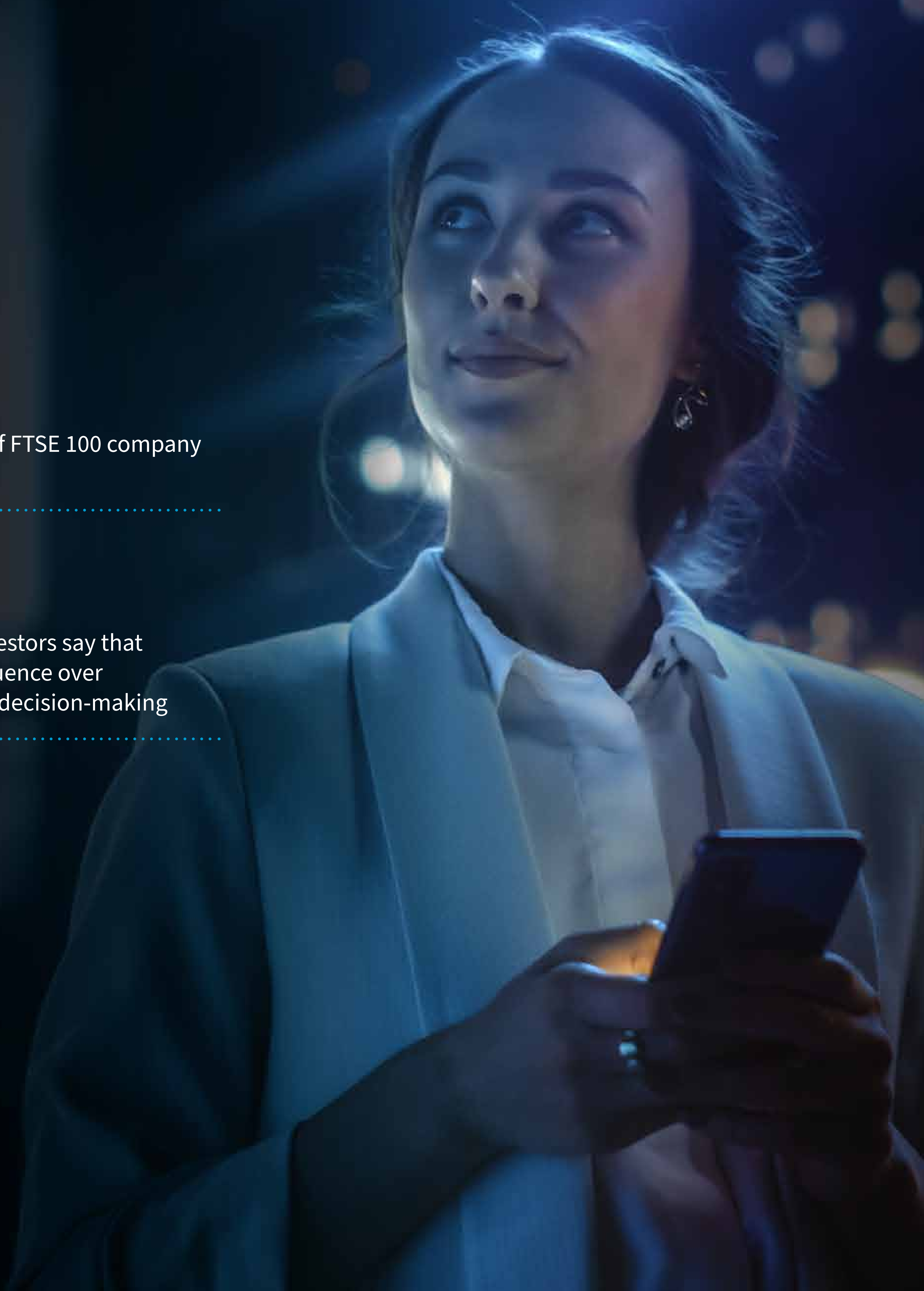
The most effective strategies recognise this multichannel reality. They deploy channels based on audience, not habit. They match content to platform strengths. And critically, they ensure consistency across them all.

80m

collective follower base of FTSE 100 company pages on LinkedIn

92%

of global institutional investors say that YouTube content has influence over investment research and decision-making



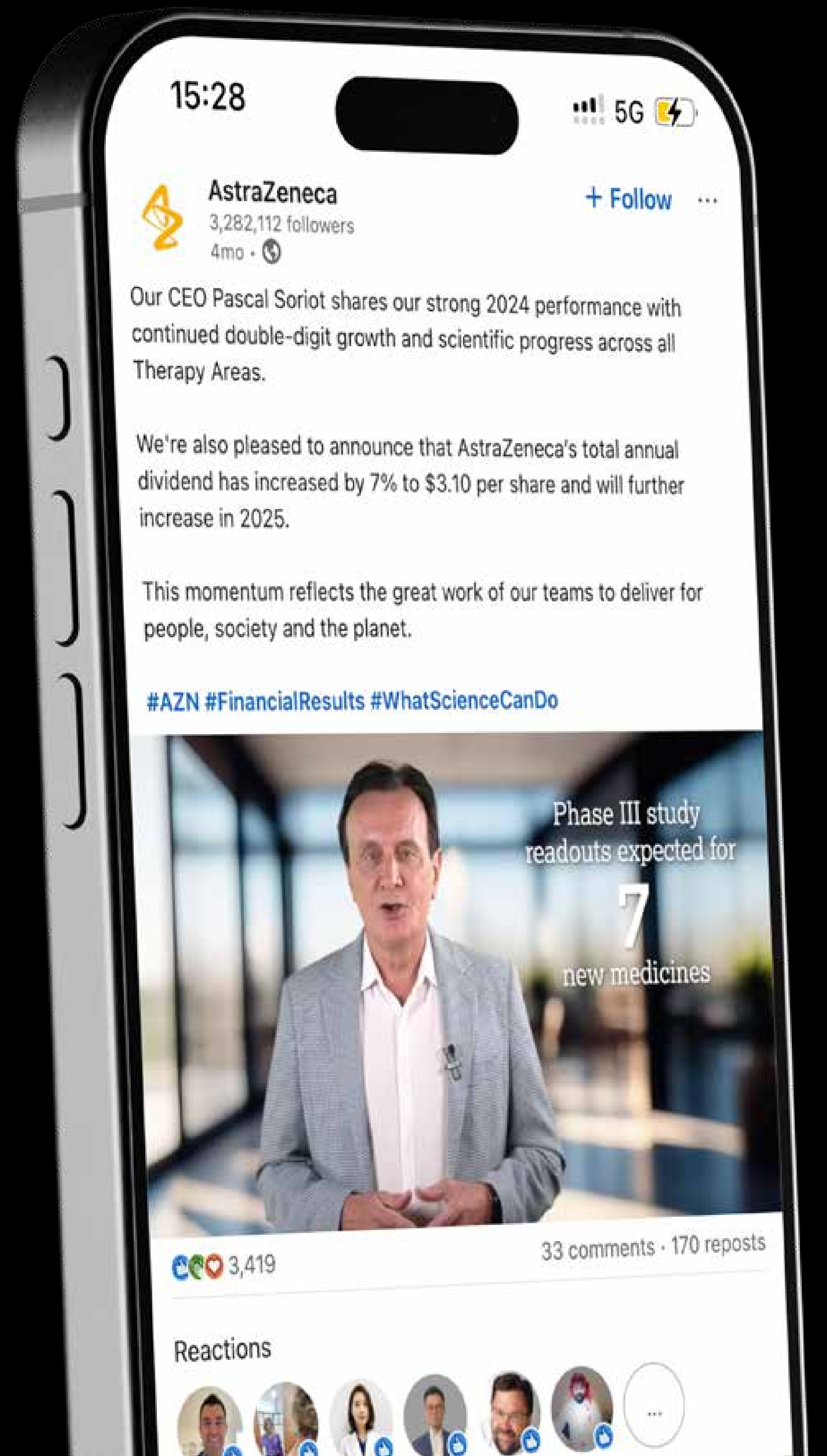
Only three companies (Hiscox, Kingfisher & Schroders) amplified their latest annual results to the fullest - by posting on the company page; harnessing CEO and CFO accounts; and amplifying posts through targeted ads.

LinkedIn

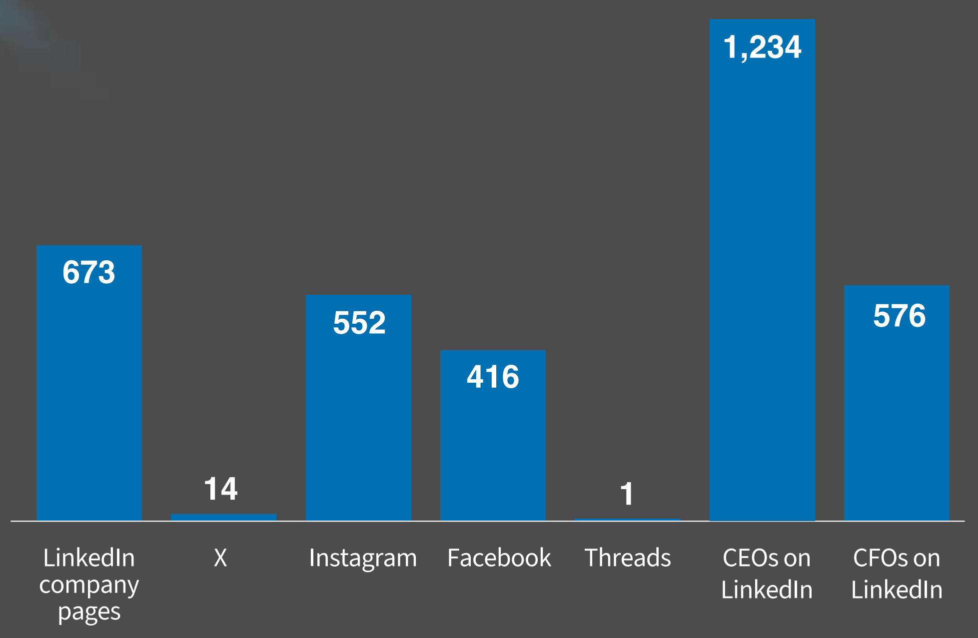
LinkedIn is now the front door of corporate reputation. With more than 1 billion global members and nearly universal adoption among the FTSE 100, they are the most visible, credible, and effective platform for financial communications.

In the FTSE 100, LinkedIn adoption is virtually universal: 99 companies maintain a LinkedIn company page, with 96 of these active in the last six months. Collectively, these pages have amassed over 80 million followers. The average company now has more than 800,000 followers, with major global brands like Unilever, Shell, GSK, and HSBC surpassing the 4 million mark.

77 companies posted a total of 175 posts about their latest annual results. Rather than a one-and-done announcement, companies are increasingly adopting a narrative-led approach, breaking results into distinct storylines across multiple posts, often over several days. These typically include specific focus on the headline results, strategic priorities, ESG and sustainability highlights, and employer contribution and success. In essence, results are set within the context of broader business performance, strategy and momentum.



FTSE 100s average engagements per Annual Results post across social media



This chart demonstrates the power of LinkedIn. CEO posts on the platform generate the highest number of engagements per post, followed by LinkedIn company pages, and CFO posts - all three higher than posts on other social media platforms.

For those achieving the highest levels of engagement, it's unsurprising that graphic content is now the norm, with regular adoption of static KPI graphics (e.g. Rolls-Royce, HSBC), branded carousels/factsheets (e.g. Anglo American, M&G, Standard Chartered) and video-led graphics (e.g. AstraZeneca, Unilever).

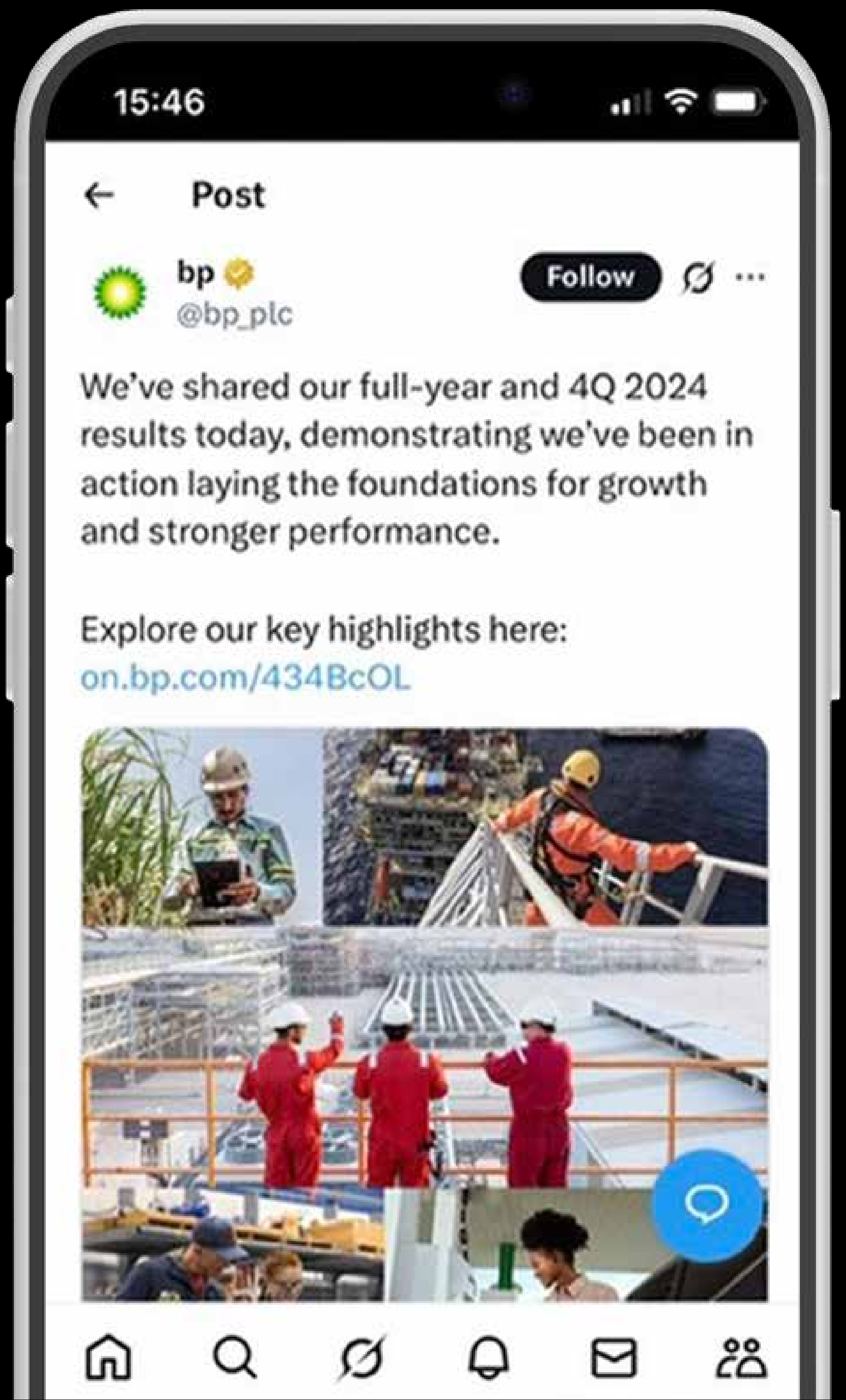
Top engagement figures were achieved by companies that combined prominent leadership, strong visuals, and coherent, confident messaging. These include: HSBC who generated the highest total number of engagements overall on results-related content: 13,525 engagements across four posts; Barclays, who achieved the highest average engagements per post across its two posts; and also Rolls-Royce, AstraZeneca and Lloyds Banking Group.

Altogether, FTSE 100 companies generated 117,805 engagements across their results content, highlighting LinkedIn's role in amplifying reach and encouraging interaction.

In our first edition of the Social Divide in the City over a decade ago, our focus was purely on Twitter, now X, recognising that as the primary corporate social media channel at the time. Back then, 90% of FTSE 100 companies were active in some capacity on Twitter. Today, 84 companies have a company X account, while 78 have been active in the last six months.

It won't be a surprise to anyone that usage of X as a corporate and financial communications has decreased considerably in the past few years. Companies remain concerned about the impact on brand safety and overall platform direction. Organic reach is low, and constructive engagement has declined. Still, many maintain a presence to "keep the lights on."

To demonstrate this decline over the past decade: BP alone posted 49 times about their results in 2013. For its latest results, it posted once. In 2014, 52 companies tweeted a total of 431 times about results (8.3 times per company). Today, 44 companies posted 101 times (2.3 times per company), generating just 1,416 engagements in total — about 14 per post.



Facebook remains widely used with 73 FTSE 100 companies present, and 58 active in the last six months. Its relevance today is geographically selective. Ten companies posted about their latest results — mainly multinationals with operations in markets where Facebook remains critical, such as India, the Philippines, and parts of Africa.

Companies like Prudential, Rolls-Royce, Standard Chartered, AstraZeneca, Hikma and Glencore leveraged the platform to share performance updates, often framing them within broader narratives about purpose, global impact, or progress against strategic goals. It's worth noting that of the companies posting on Facebook, many, including BAE Systems and Unilever, repurposed videos and graphics that were also posted on other platforms.

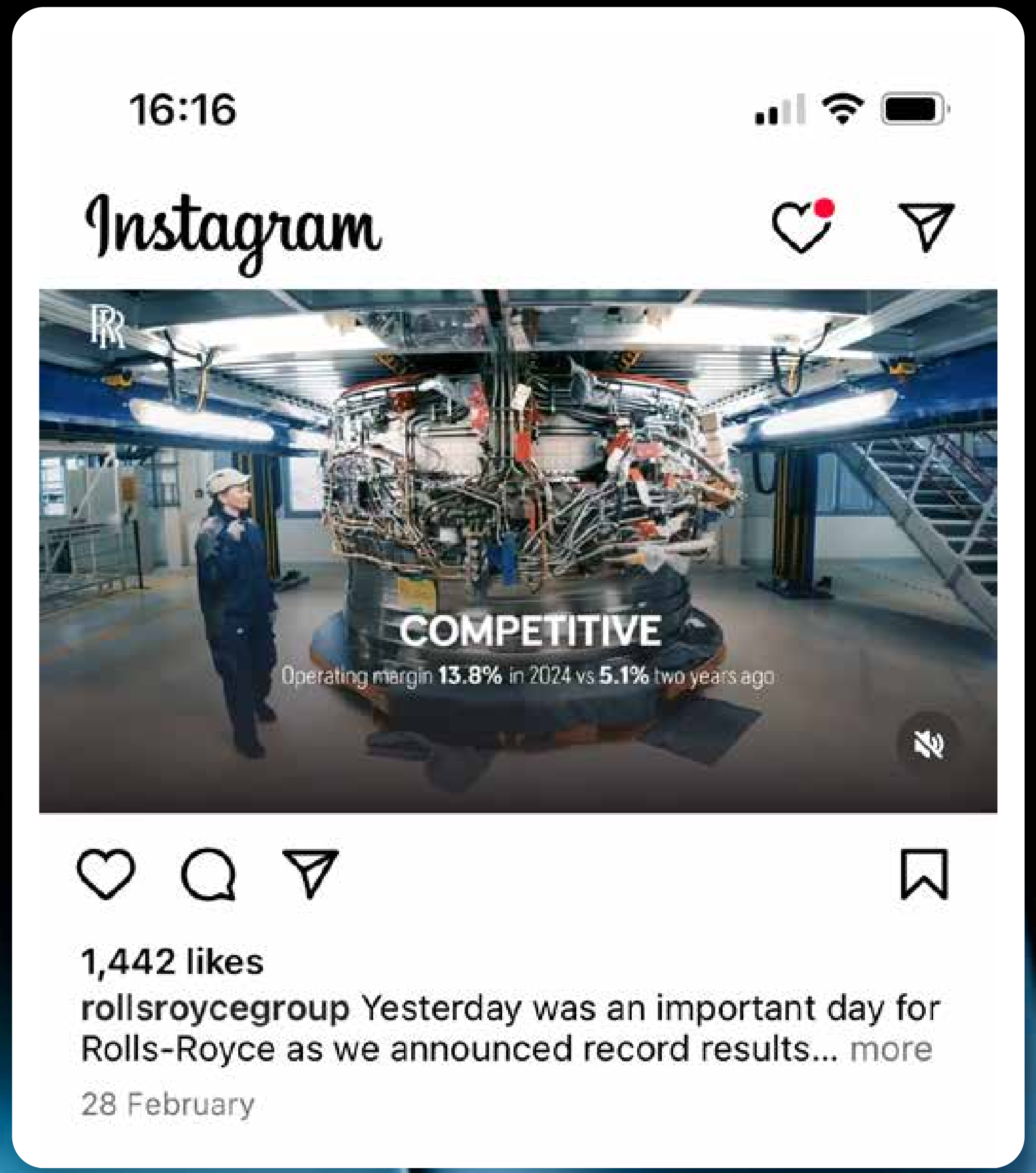
While Facebook is no longer at the centre of corporate communications strategy in many Western markets, it continues to offer value as a channel for reaching international audiences, particularly employees and stakeholders in key growth regions.

Instagram remains one of the most widely adopted platforms among FTSE 100 companies, with 75 maintaining an active presence. While, some of these accounts are consumer-facing in nature, focused on brand and product marketing, there are a significant number using Instagram as part of their corporate communications strategy.

The platform continues to tend towards support employer branding, recruitment, and corporate storytelling, with content often aimed at existing and potential employees, showcasing company culture, values, and impact in a highly visual, accessible format.

When it comes to financial communications, Instagram remains relatively underutilised, but there are signs of experimentation. Across the FTSE 100, 20 companies posted about their latest annual results, with a total of 34 posts. Unilever and Standard Chartered stood out for posting multiple times (five and three posts respectively). Notably, three posts received over 1,000 likes, two video posts by Rolls-Royce and a static graphic by Diageo.

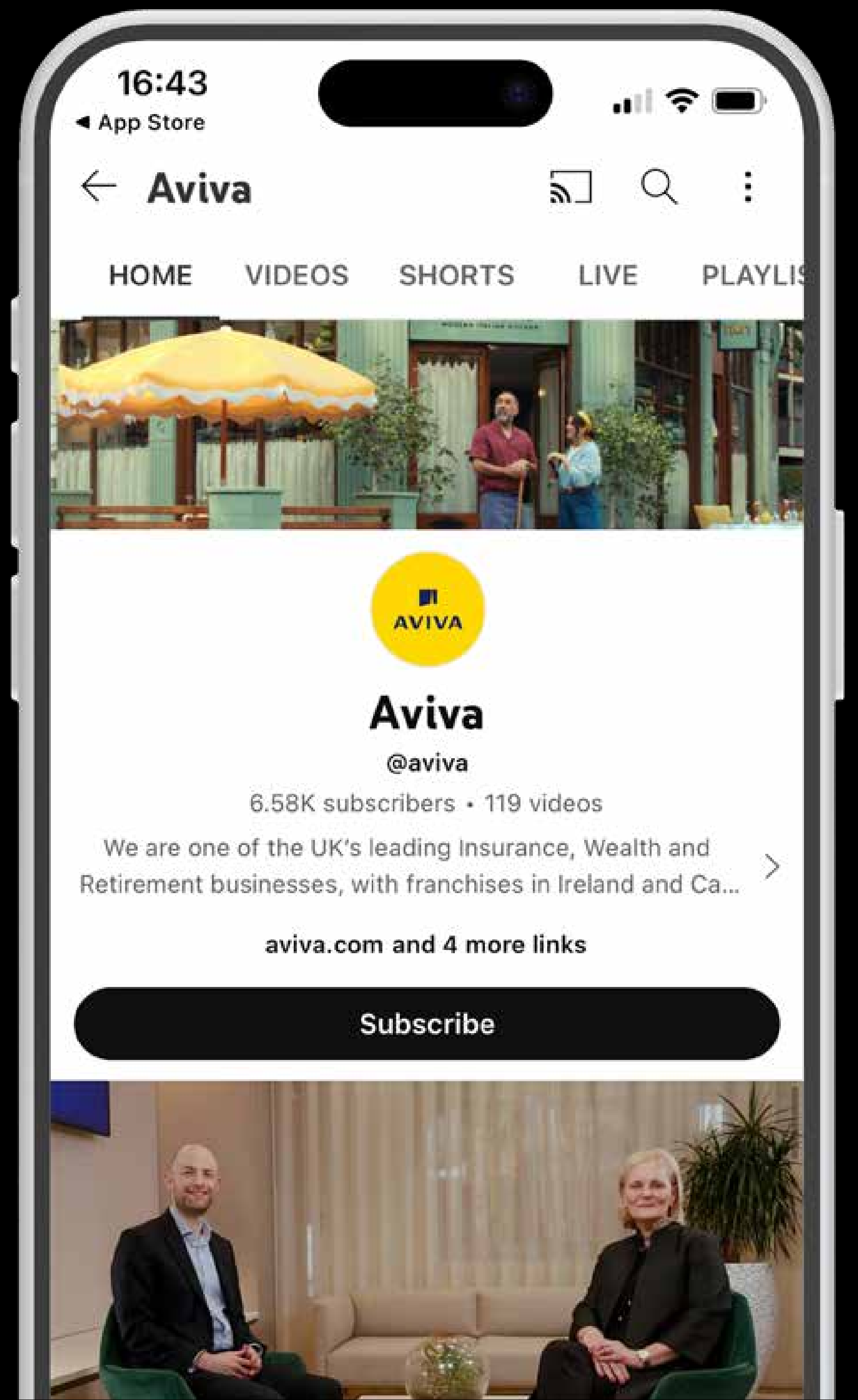
Formats varied, with companies using a mix of video montages, CEO pieces to camera, impactful photography, and static graphics to convey key performance highlights. While As might be expected, Instagram is not yet a mainstream channel for financial reporting, however it's clear that it is a channel which these examples suggest an ongoing interest in leveraging its visual strengths for reputation-led storytelling.



YouTube

YouTube is the second most widely adopted channel among FTSE 100 companies, with 90 maintaining an official channel. Of these, 26 posted content related to their latest annual results, producing 42 videos and attracting 318,135 views — an average of 7,575 per video.

This demonstrates YouTube's ongoing value as a channel for corporate storytelling and financial disclosure, thanks to its searchability, long-form content capacity and SEO benefits. For stakeholders actively seeking updates – from investors to potential hires – it serves as both a destination and discovery tool. In fact, 92% of investors say that YouTube has influence over investment research and decision-making, even higher than LinkedIn (90%).



Hikma was the most active company, sharing six results-related videos (five featuring senior leaders), followed by Centrica, Shell, Unilever and AstraZeneca. All used high-quality, visually polished video to communicate strategy and performance.

It is important to note that view counts can be influenced by factors such as paid promotion, internal distribution (such as via intranet or employee newsletters), and video embedding on other platforms. These aren't always visible in public analytics but significantly expand reach — reinforcing YouTube's value when used as part of a coordinated strategy. Despite being underleveraged socially, it supports key goals: transparency, visibility, leadership profiling and narrative cohesion.

The formats used varied significantly across the 42 videos, reflecting different strategic priorities and brand identities.

Common formats include:

- CEO and executive pieces to camera signalling leadership confidence
- Short-form video montages of key results and achievements
- Animated explainers simplifying ESG or performance metrics
- Investor call clips and event-style excerpts providing continuity and access

In many cases, YouTube acts less as a standalone social media channel and more as a content hub, supporting distribution via LinkedIn, internal channels, media kits, and IR pages. Yet its role should not be underestimated: with video results still prioritised in search engines and across news feeds, YouTube offers a powerful vehicle for long-form, high-trust corporate storytelling.

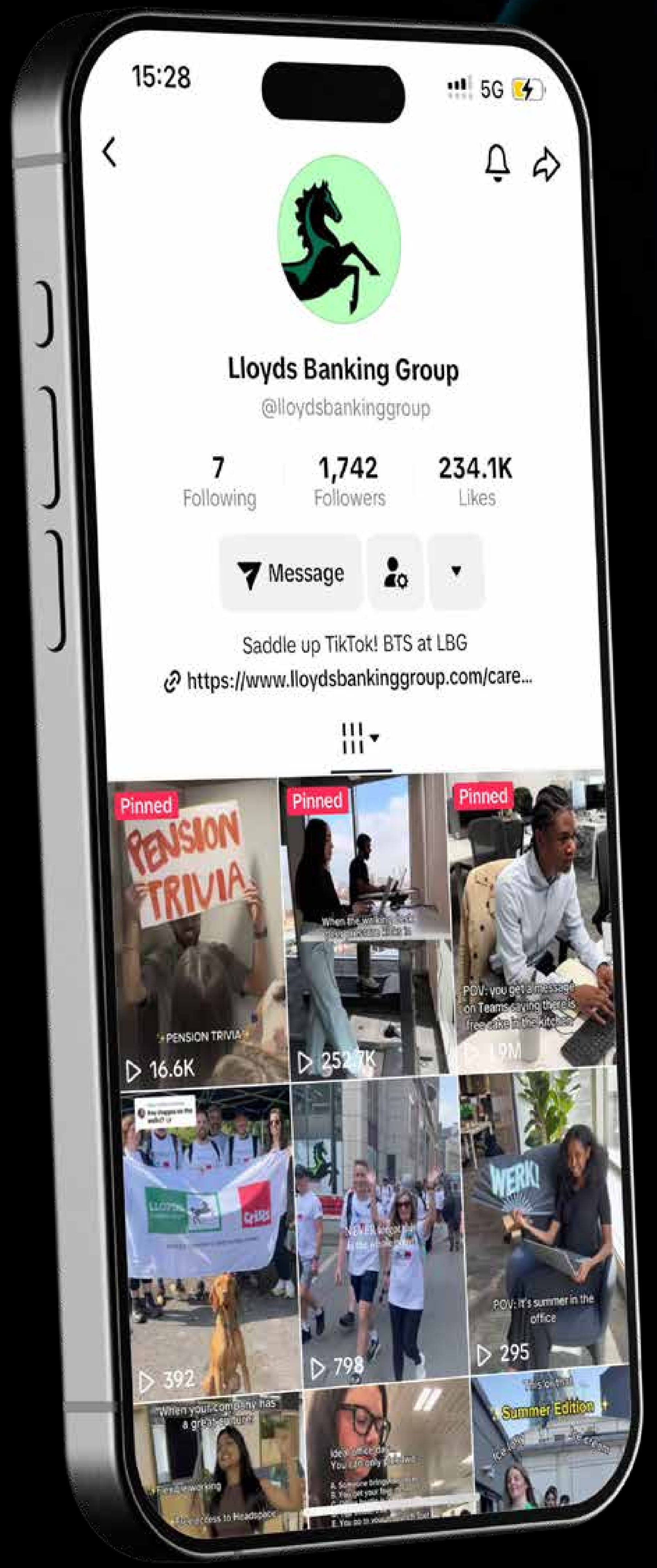
As a platform, YouTube could be said to be the quiet – and often forgotten – powerhouse of financial comms: under-leveraged socially, but highly valuable as a host for content that travels well, especially when part of an integrated, multichannel strategy.

TikTok

TikTok has become an increasingly important platform in the broader corporate communications mix, particularly for consumer-facing brands. Of the FTSE 100, 30 companies now maintain a presence on the platform, reflecting its scale, reach, and influence, especially among younger audiences.

The majority of corporate activity on TikTok remains focused on customer engagement, with content strategies often leaning into product marketing, brand awareness, and trend-driven storytelling. However, a smaller group of companies are beginning to explore the platform's potential for broader corporate brand building, employer branding, and reputation storytelling, using short-form video to humanise their business, highlight their people and culture, and connect with future talent. And audiences are keen to see this content from companies. Two thirds (66%) of UK TikTok users (36% of the UK population) say that they enjoy seeing professional or career related content on TikTok – and this figure rises to 74% amongst Gen Z users. And further, 57% of TikTok users (66% amongst Gen Z) say they are more likely to consider working for a company that is active on the platform. BT Group and Lloyds Banking Group are two companies who can be said to be really maximising the potential of the platform from this employer branding perspective. It's also clear that some companies do not post organically on TikTok, but are active on the platform with dark ads, and we know that many of these campaigns are recruitment-focused.

While TikTok is still not a default platform for financial or investor communications, its rising use by large corporates suggests a growing recognition of its reputational value in specific contexts.



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Two thirds (66%) of UK TikTok users (36% of the UK population) say that they enjoy seeing professional or career related content on TikTok

66%

of Gen Z TikTok users say they enjoy working for a company that is active on TikTok

Source: January 2025 FTI Consulting survey data from poll of UK general population (n=1,004)

Bluesky Threads

Two of the platforms that X users have migrated to are Threads and BlueSky. Both emerged in response to shifts in the social media landscape, offering alternative spaces for public discourse – each with its own audience, ethos, and user experience.

9

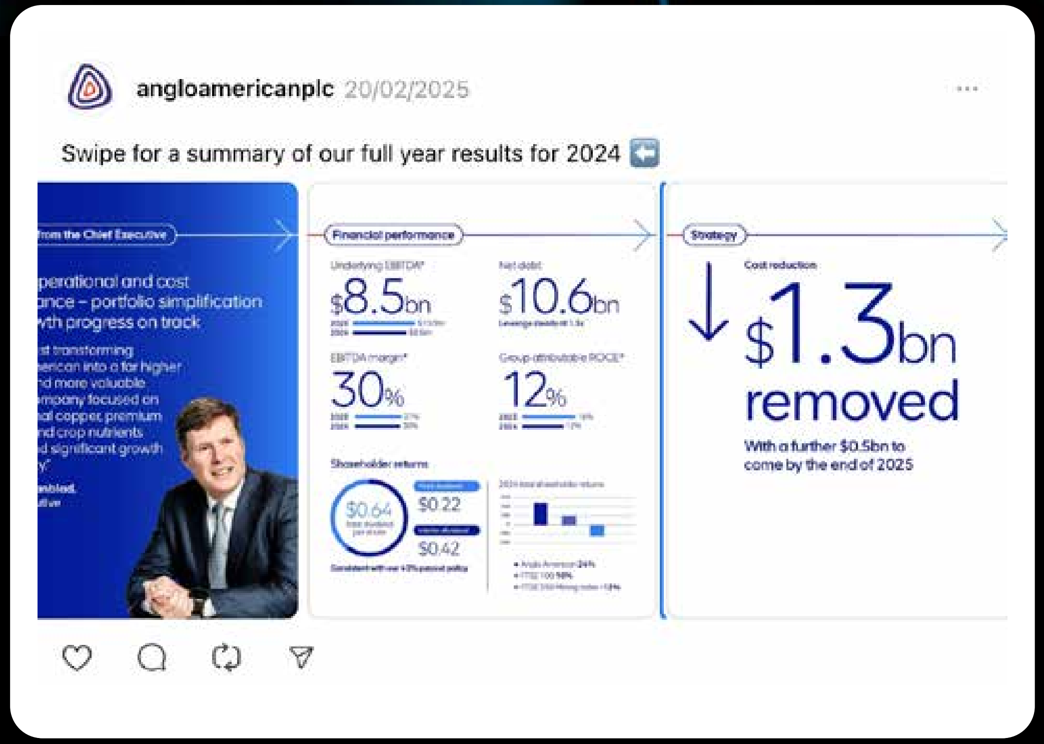
43 FTSE 100 companies have Threads accounts, but only nine are actively posting

2

18 companies have BlueSky profiles, but only RELX and Vodafone are actively posting

Threads, launched by Meta in 2023, positioned itself as a more civil and community-focused alternative to X, with close integration into the Instagram ecosystem. BlueSky, originally incubated by Twitter's former leadership, is a decentralized platform built on the AT Protocol, attracting early adopters and tech-savvy users interested in open, federated networks.

Despite initial waves of interest – especially during periods of instability on X – corporate engagement on these platforms has remained limited. While some FTSE 100 companies have experimented with early presence or reserved handles, sustained activity is rare, and financial communications in particular have yet to establish a meaningful foothold on either platform.



On Threads, 43 FTSE 100 companies have accounts, but only nine are active — mainly for customer-facing content. Just two firms (Anglo American and Aviva) posted about their latest results, generating minimal engagement.

On BlueSky, 18 companies have profiles, but only RELX and Vodafone are active — with fewer than 450 combined followers. Neither posted financial results content.

Leadership communications

Long gone are the days where social media impact could be achieved by company channels alone. While these channels remain a critical corporate communications and stakeholder engagement tool, it's clear that business leader engagement online can further broaden and deepen reach and impact. Success for companies and leaders alike, requires tailored and cohesive strategies, significant resource and a critical mass of engagement.

71%

of global institutional investors say they would prefer to invest in a company whose senior leaders regularly communicate on social media versus one that does not.

LinkedIn is now a core channel for executive communications. Our previous report, *Leading from the Front: Beyond the CEO – The Power of Leadership Voices on Social Media,* shows that companies activating a broader range of leaders see significantly greater digital impact. In fact, those with four or more active leaders achieve a 38% higher FTI Digital Impact Score than those with fewer participating executives.

According to LinkedIn's own data, the number of posts shared by **Chief Executive Officers** has risen by 52% over the past two years. Indeed, 81 FTSE 100 CEOs are present on the platform, with the majority posting actively. In fact, 55 CEOs posted at least once on LinkedIn the past six months, twice as many as four years ago.

It's perhaps no surprise that financial results are a staple topic in chief executives' communications on LinkedIn. Fourty-one FTSE 100 CEOs posted about their latest annual results, with four posting twice. This rise in engagement around financial performance reflects investor demand. 81% of global institutional investors expect the CEO of a listed company to have a public LinkedIn presence, with 54% stating that they would like to see senior leaders share financial performance insights on the platform.

Looking more closely at investor sentiment, it's clear that there is a preference for active engagement on LinkedIn by senior executives. In fact, 71% of global institutional investors state that they would prefer to invest in a company whose senior leaders regularly communicate on social media versus one that does not. When asked why, 61% cite a better understanding of what is happening in the business, while 57% say it gives them confidence in the senior leadership team.

This interest is mirrored by high engagement levels on CEO posts about financial results, which average 1,234 engagements per post. Analysis in our report *The Social CEO Goes Mainstream* showed that CEO posts relating to company results and performance achieved the highest engagement levels of any topic, second only to those focused on colleagues and communities.

According to LinkedIn, video is growing at twice the rate of other formats – a trend reflected in the latest round of annual results posts. Executive engagement on LinkedIn – in any form – provides the opportunity for more informal, warmer and 'human' corporate communications – and video allows for this more than any other format. 22 FTSE 100 CEOs included a video of themselves talking about their company's financial performance in their latest annual results post – and it's clear that this format is working. CEOs including a video in their post achieved 16% more engagements than those who didn't.

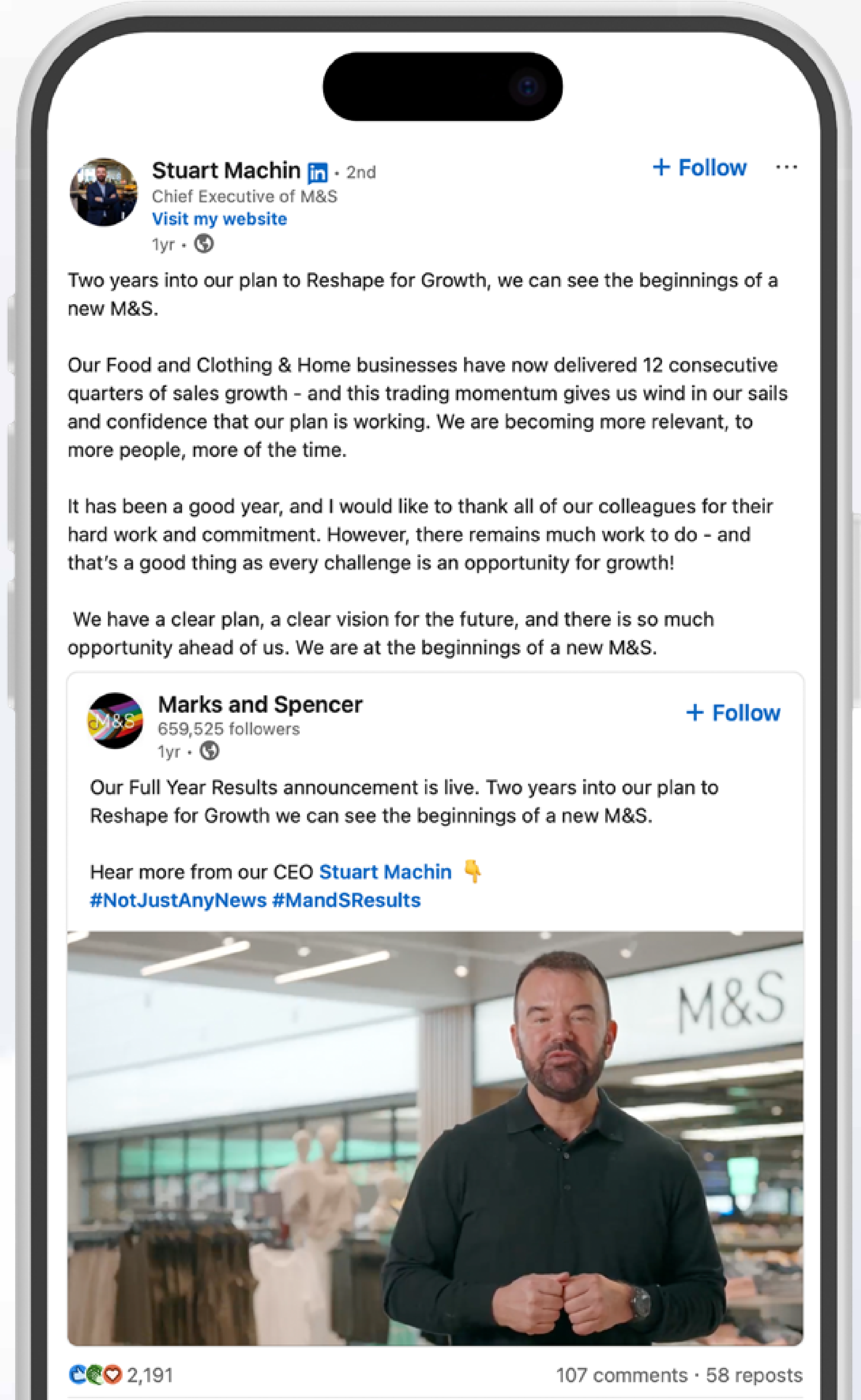
In and of itself, CEO engagement on social media is a critical corporate communications channel, but the companies really harnessing the benefits of LinkedIn in this way are incorporating this into a broader programme. CEO posts are increasingly being targeted as core stakeholder groups through LinkedIn's Thought Leader Ads format, are shared widely by employees, and are increasingly reposted by the company accounts (or vice-versa). The amplifier effect when these different elements are activated in a coordinated way is considerable.

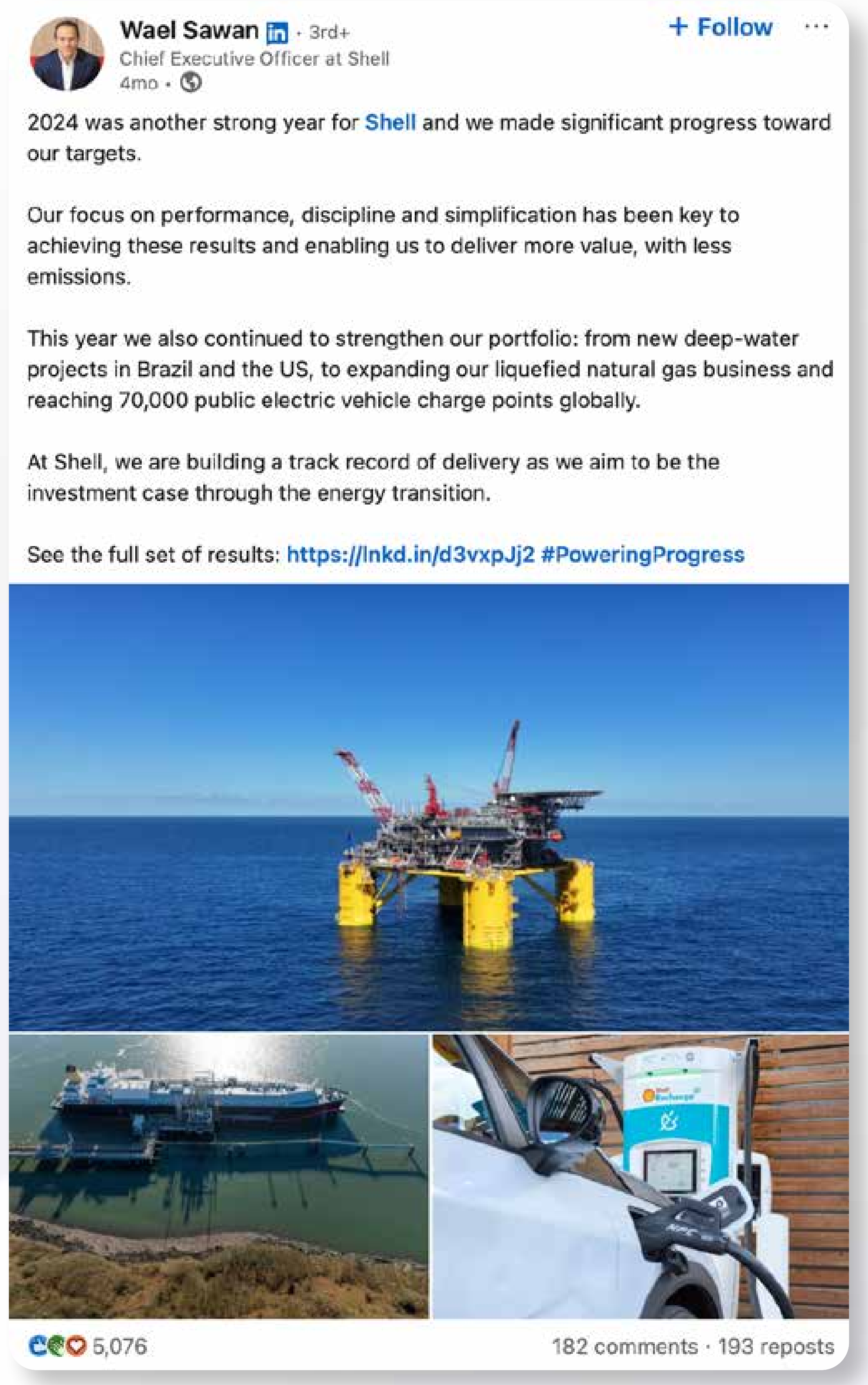
22

CEOs included a video in their annual results post, achieving 16% more engagements than those who didn't

FTSE 100 CEOs ranked by total number of engagements on their latest LinkedIn post relating to annual results

CEO	Company	Total engagements
Wael Sawan	Shell	5455
Tufan Erginbilgic	Rolls-Royce Holdings	5108
CS Venkatakrishnan	Barclays	3965
Stuart Machin	Marks & Spencer	3543
Paul Thwaite	NatWest	2606
Bill Winters, CBE	Standard Chartered	2599
Margherita Della Valle	Vodafone	2524
Charles Woodburn	BAE Systems	2461
Fernando Fernandez	Unilever	2277
Simon Roberts	Sainsbury's	1871





In 2024, our research ***Leading from the Front: Filling the Communications Void*** focused in on the expanding **Chief Financial Officer** role and the trend towards individuals in this critical executive role being the CEOs of the future. Our analysis also showed that CFOs are often unprepared for the challenges of reputation management and personal profile building. They also often underestimate the significance of their contributions in effectively communicating their companies' strategies and performance to external audiences.

On social media specifically, the case for CFO engagement is clear. CFOs recognise networking and visibility as key barriers to career progression, while audiences increasingly want to hear from them – in fact 79% of global institutional investors expect the CFO of a listed company to have a LinkedIn presence. Additionally, active participation strengthens stakeholder relationships, boosts trust in the company, and senior executive posts generate high engagement. For businesses, elevating the profile of their CFOs not only enhances communications impact but also supports succession planning.

Despite the clear opportunity, many CFOs are still not fully embracing social media. Consistent with 2024, 85% of FTSE 100 CFOs have LinkedIn profiles, slightly below the 88% average for Executive Committee (ExCo) members. There is a more notable gap in active participation. Fewer than half (49%) of CFOs have actively posted on LinkedIn in the past six months, compared to almost 54% of ExCo members, making CFOs amongst the least active among all C-suite roles. That said, since the launch of our CFO focused report last year, we have seen a significant increase in activity amongst this group – a 53% rise, with an extra 17 CFOs actively posting.

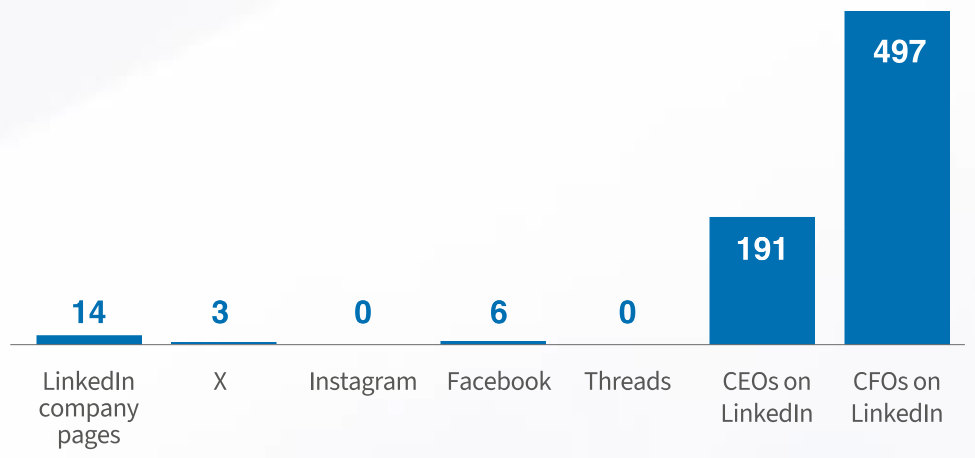
Of those who are active, 69% posted about their company's latest annual results. On average these posts generated 576 engagements per post, with five CFOs – Pam Kaur (HSBC), Julie Brown (GSK), Helen McCabe (Rolls-Royce), Diego De Giorgi (Standard Chartered) and Aradhana Sarin (AstraZeneca) – generating over 1,000 engagements on their respective results-related post.

FTSE 100 CFOs ranked by total number of engagements on their latest LinkedIn post relating to annual results

CFO	Company	Total engagements
Pam Kaur	HSBC	5521
Julie Brown	GSK	1771
Helen McCabe	Rolls-Royce Holdings	1614
Diego De Giorgi	Standard Chartered	1160
Aradhana Sarin	AstraZeneca	1059
Brad Greve	BAE Systems	790
Bhavesh Mistry	Kingfisher	621
Meagen Burnett	Schroders	587
Barbara Plucnar Jensen	Beazley	583
Jonathan Howell	Sage Group	564

Across the 34 CFOs posting on LinkedIn about their latest annual results, a number of themes emerge. It's perhaps no surprise that relative to CEOs, finance heads place more emphasis on the numbers. That said, the majority include nods to pride, achievement and teamwork, emphasising collective success. Common amongst the CFOs generating the highest levels of engagements were quality use of visual assets, whether that be a talking head video (e.g. De Giorgi), photo from the results presentation (e.g. Kaur), infographics (e.g. Brown) or a mixture of in-action photos and graphics (e.g. McCabe).

Average engagements per follower on FTSE 100 annual results posts, by channel



CFOs have highly engaged audiences on LinkedIn, with a higher number of engagements per follower than any other channel.

Paid amplification

Organisations operating in complex, challenging or regulated environments increasingly require access to, and the ability to influence, hard-to-reach stakeholder audiences, and the rapidly evolving digital landscape presents both opportunities and pitfalls.

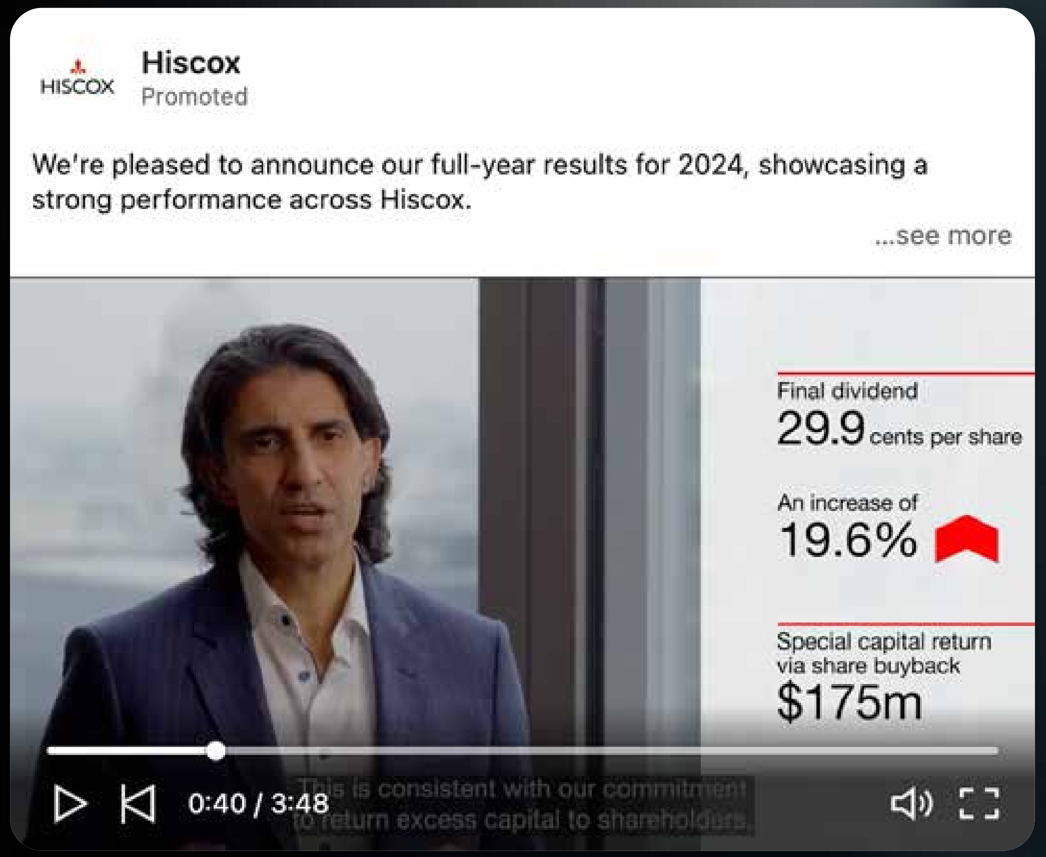
Clearly, hyper-relevant and business-critical audience groups can be found and engaged on social and digital channels: policymakers, C-suite decision makers, campaigning bodies, investors, journalists, and supporters and critics of organisations. But they exist in a space that is ever more crowded with 24/7 news, heated debate, misinformation, and an onslaught of marketing messages.

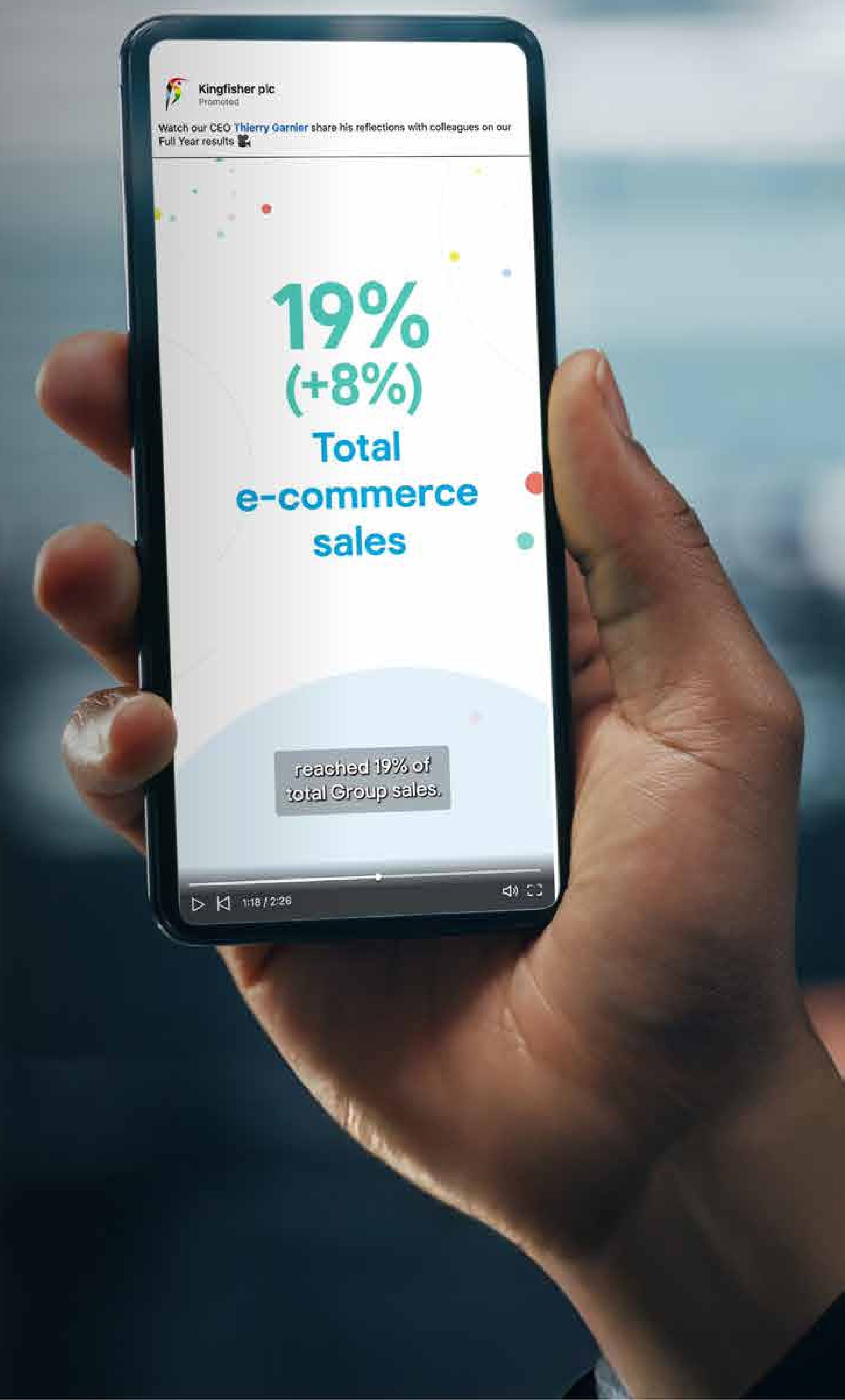
For most companies, the challenge is not only reaching stakeholders outside of an organisation's existing circle or follower base, but also then influencing them to act. Targeted advertising is now a mainstay of the corporate communications toolkit, indeed 78 FTSE 100 companies have utilised LinkedIn Ads from their corporate accounts in the past year, and while some of these ads relate to job postings, an increasingly large number relate to broader employer branding building, thought leadership and corporate reputation.

Financial results provide a useful lens with which to analyse how different companies are targeting the investor audience specifically. We know that the overwhelming majority (96%) of global institutional investors are using LinkedIn to view investor relations updates, and three quarters (74%) believe digital communications are an influential component of investment decision making. With the opportunity clear, it's unsurprising that companies are keen to ensure that their content is seen by this audience – and targeted advertising on social media provides a clear lane to do so.

In fact, 63% of investors globally believe there has been an increase in sponsored messages and targeted ads by investor relations teams over the past 12 months. Across the FTSE 100, 22 companies amplified their latest annual results through the use of LinkedIn advertising. This was achieved through boosting the existing organic posts, developing dark ads (targeted ads that are not visible on a company's own page or timeline), and through the use of Thought Leader Ads (i.e. promoting content from individuals, typically the CEO in the context of results).

Given the significant investment companies make in crafting precise messaging around their financial results, there is an untapped opportunity in utilising social media advertising for broader, highly-targeted message dissemination.



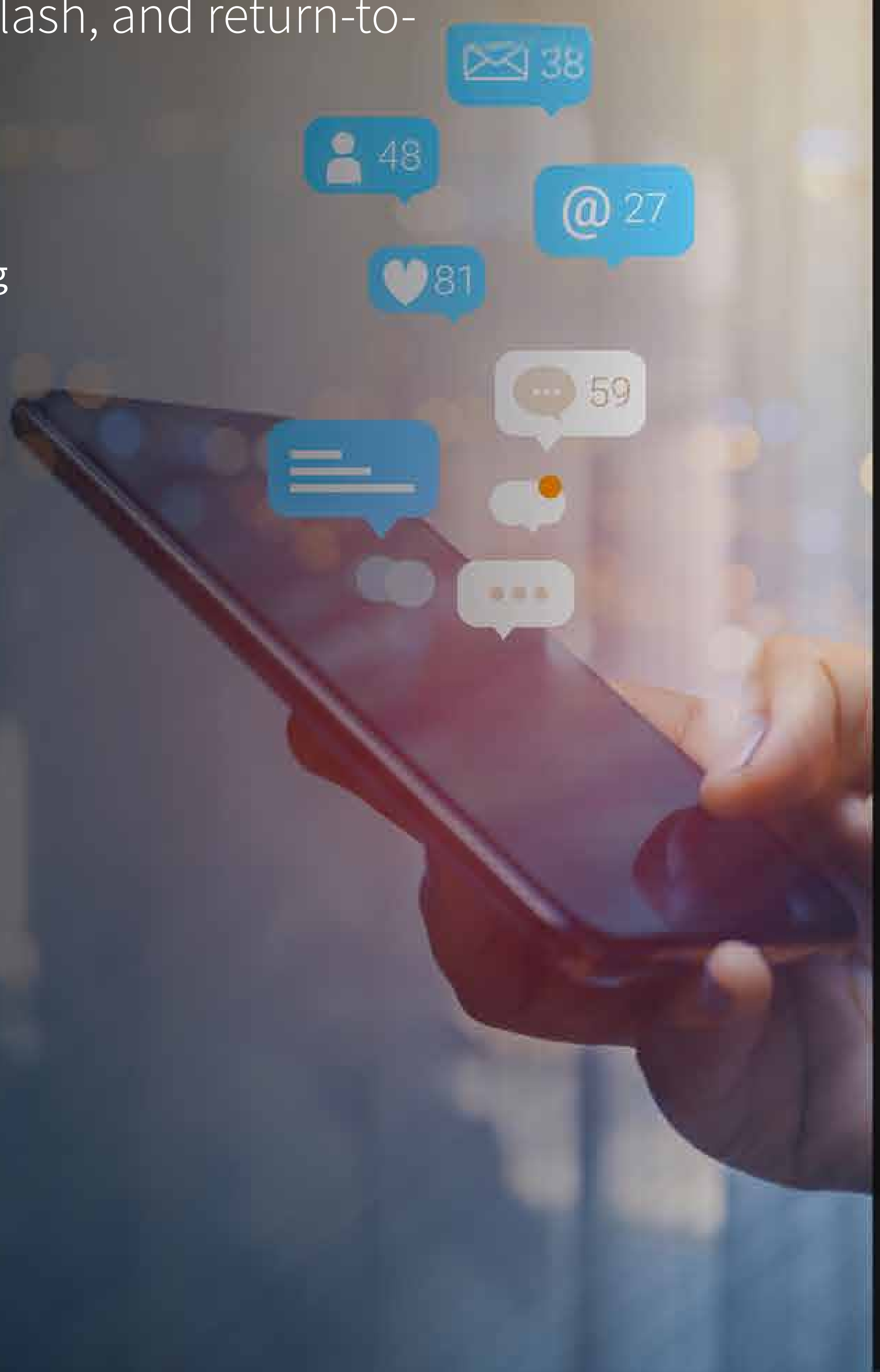


Employee advocacy

Employees sit at the heart of today's most pressing corporate challenges, including everything from navigating polarised political discourse to managing the fallout of layoffs, 'woke' backlash, and return-to-office tensions.

These issues aren't confined to internal channels. Increasingly, employees are taking to social media to share their experiences, frustrations and pride, shaping in real-time how external stakeholders perceive a company's culture, leadership and brand.

In this context, employee advocacy is no longer a 'nice to have'; it is a reputational imperative.



92%

Employees expect business leaders to use social media to build meaningful relationships with them – in fact, 92% of professionals are more likely to trust a company whose senior executives are on social media.[1]

8x

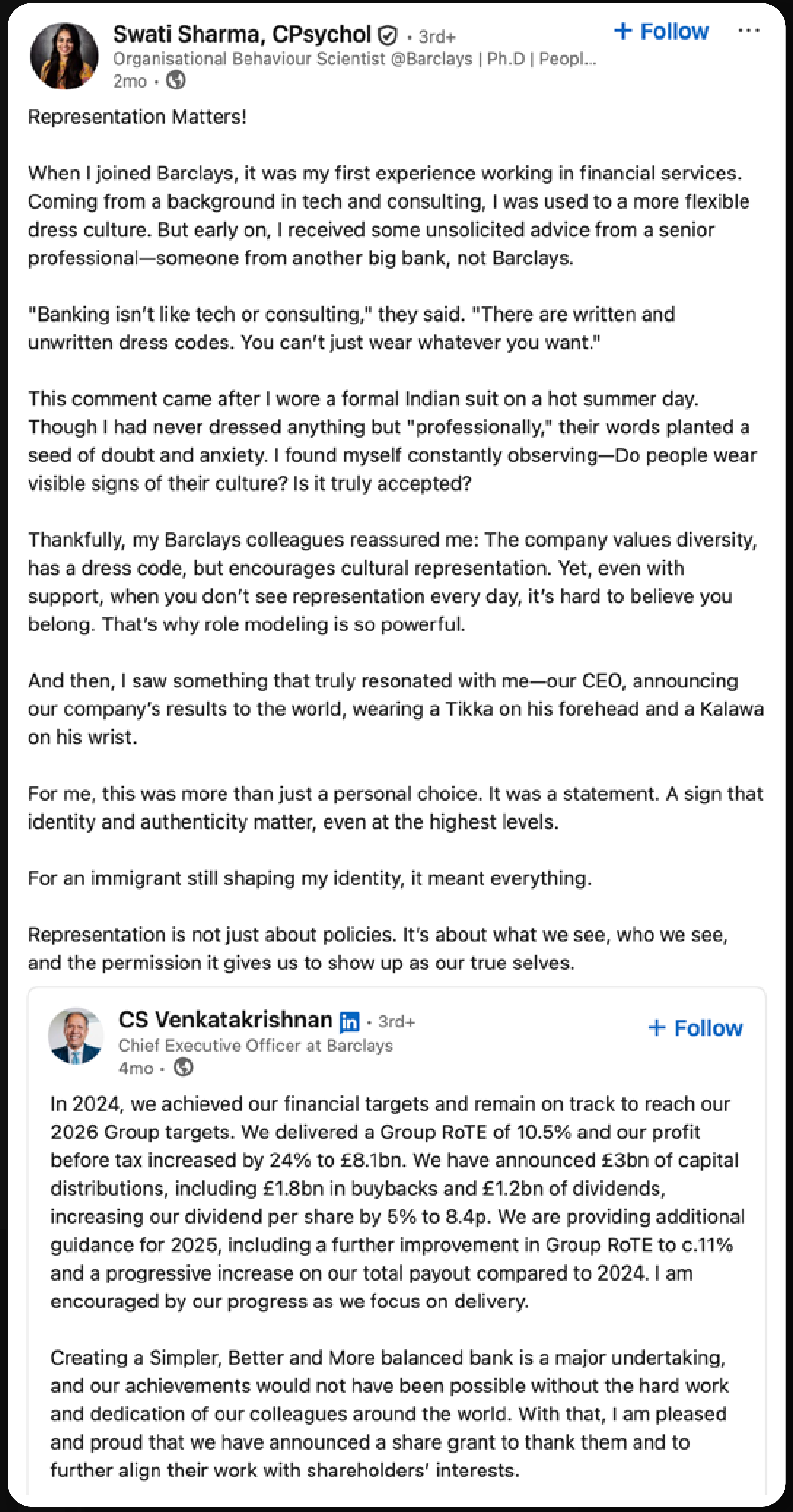
Posts by employees generate 8x more engagement than those shared via official company pages.[2]

2x

Brand messages shared by employees receive 2x higher click-through rates than those shared by the company itself.[3]

79%

of companies with employee advocacy programmes saw increased brand visibility, with 65% reporting improved brand recognition.[4]



Swati Sharma, CPsychol · 3rd+ + Follow
Organisational Behaviour Scientist @Barclays | Ph.D | Peopl...
2mo ·

Representation Matters!

When I joined Barclays, it was my first experience working in financial services. Coming from a background in tech and consulting, I was used to a more flexible dress culture. But early on, I received some unsolicited advice from a senior professional—someone from another big bank, not Barclays.

"Banking isn't like tech or consulting," they said. "There are written and unwritten dress codes. You can't just wear whatever you want."

This comment came after I wore a formal Indian suit on a hot summer day. Though I had never dressed anything but "professionally," their words planted a seed of doubt and anxiety. I found myself constantly observing—Do people wear visible signs of their culture? Is it truly accepted?

Thankfully, my Barclays colleagues reassured me: The company values diversity, has a dress code, but encourages cultural representation. Yet, even with support, when you don't see representation every day, it's hard to believe you belong. That's why role modeling is so powerful.

And then, I saw something that truly resonated with me—our CEO, announcing our company's results to the world, wearing a Tikka on his forehead and a Kalawa on his wrist.

For me, this was more than just a personal choice. It was a statement. A sign that identity and authenticity matter, even at the highest levels.

For an immigrant still shaping my identity, it meant everything.

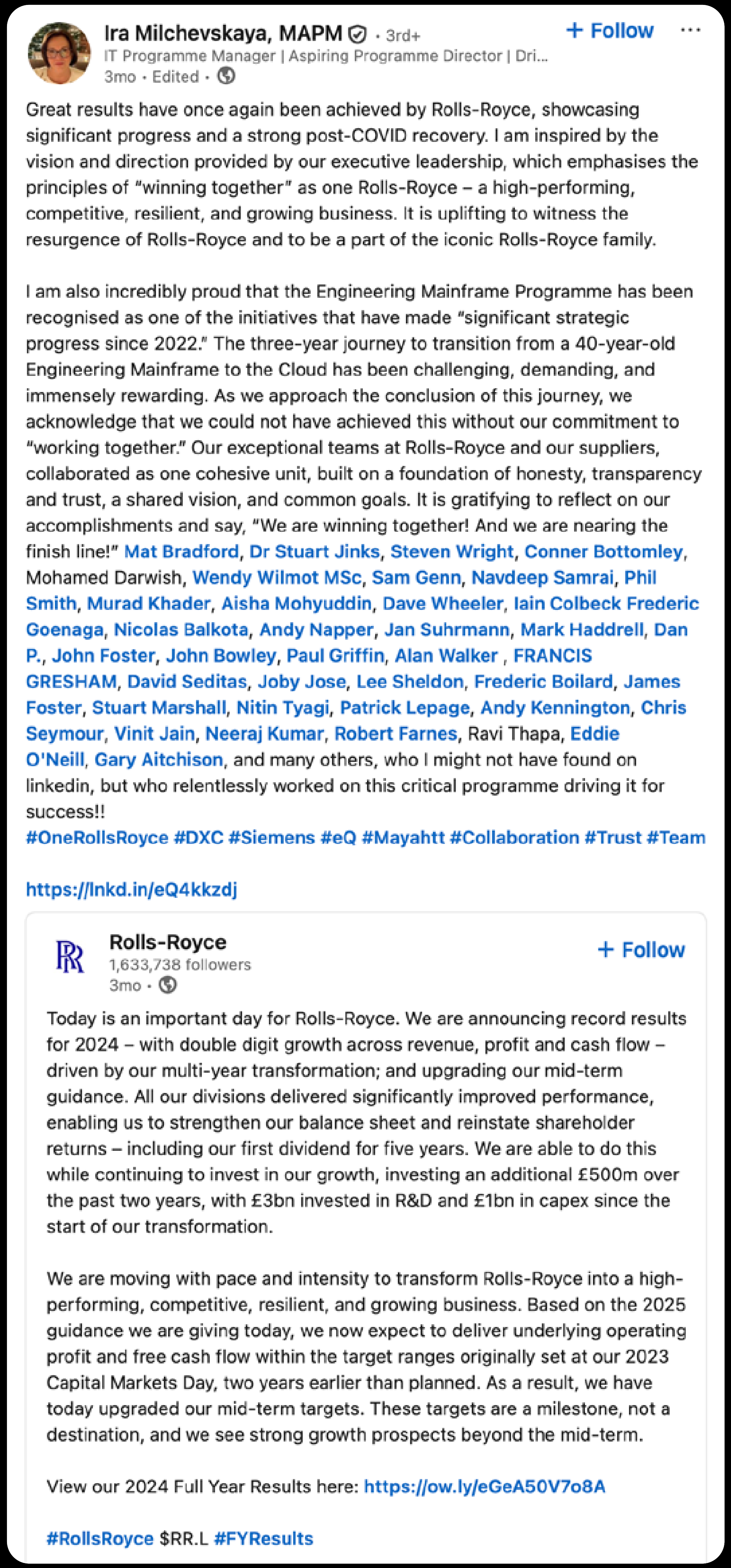
Representation is not just about policies. It's about what we see, who we see, and the permission it gives us to show up as our true selves.

CS Venkatakrishnan · 3rd+ + Follow
Chief Executive Officer at Barclays
4mo ·

In 2024, we achieved our financial targets and remain on track to reach our 2026 Group targets. We delivered a Group RoTE of 10.5% and our profit before tax increased by 24% to £8.1bn. We have announced £3bn of capital distributions, including £1.8bn in buybacks and £1.2bn of dividends, increasing our dividend per share by 5% to 8.4p. We are providing additional guidance for 2025, including a further improvement in Group RoTE to c.11% and a progressive increase on our total payout compared to 2024. I am encouraged by our progress as we focus on delivery.

Creating a Simpler, Better and More balanced bank is a major undertaking, and our achievements would not have been possible without the hard work and dedication of our colleagues around the world. With that, I am pleased and proud that we have announced a share grant to thank them and to further align their work with shareholders' interests.

1 FTI Consulting - Leading from the Front: Walking the Tightrope, Navigating Societal Issues on Social Media
2 LinkedIn
3 Hootsuite
4 DSMN8



Ira Milchevskaya, MAPM · 3rd+ + Follow
IT Programme Manager | Aspiring Programme Director | Dri...
3mo · Edited ·

Great results have once again been achieved by Rolls-Royce, showcasing significant progress and a strong post-COVID recovery. I am inspired by the vision and direction provided by our executive leadership, which emphasises the principles of "winning together" as one Rolls-Royce – a high-performing, competitive, resilient, and growing business. It is uplifting to witness the resurgence of Rolls-Royce and to be a part of the iconic Rolls-Royce family.

I am also incredibly proud that the Engineering Mainframe Programme has been recognised as one of the initiatives that have made "significant strategic progress since 2022." The three-year journey to transition from a 40-year-old Engineering Mainframe to the Cloud has been challenging, demanding, and immensely rewarding. As we approach the conclusion of this journey, we acknowledge that we could not have achieved this without our commitment to "working together." Our exceptional teams at Rolls-Royce and our suppliers, collaborated as one cohesive unit, built on a foundation of honesty, transparency and trust, a shared vision, and common goals. It is gratifying to reflect on our accomplishments and say, "We are winning together! And we are nearing the finish line!" Mat Bradford, Dr Stuart Jinks, Steven Wright, Conner Bottomley, Mohamed Darwish, Wendy Wilmot MSc, Sam Genn, Navdeep Samrai, Phil Smith, Murad Khader, Aisha Mohyuddin, Dave Wheeler, Iain Colbeck Frederic Goenaga, Nicolas Balkota, Andy Napper, Jan Suhrmann, Mark Haddrell, Dan P., John Foster, John Bowley, Paul Griffin, Alan Walker , FRANCIS GRESHAM, David Seditas, Joby Jose, Lee Sheldon, Frederic Boilard, James Foster, Stuart Marshall, Nitin Tyagi, Patrick Lepage, Andy Kennington, Chris Seymour, Vinit Jain, Neeraj Kumar, Robert Farnes, Ravi Thapa, Eddie O'Neill, Gary Aitchison, and many others, who I might not have found on linkedin, but who relentlessly worked on this critical programme driving it for success!!
#OneRollsRoyce #DXC #Siemens #eQ #Mayahtt #Collaboration #Trust #Team

https://lnkd.in/eQ4kkzdj

Rolls-Royce + Follow
1,633,738 followers
3mo ·

Today is an important day for Rolls-Royce. We are announcing record results for 2024 – with double digit growth across revenue, profit and cash flow – driven by our multi-year transformation; and upgrading our mid-term guidance. All our divisions delivered significantly improved performance, enabling us to strengthen our balance sheet and reinstate shareholder returns – including our first dividend for five years. We are able to do this while continuing to invest in our growth, investing an additional £500m over the past two years, with £3bn invested in R&D and £1bn in capex since the start of our transformation.

We are moving with pace and intensity to transform Rolls-Royce into a high-performing, competitive, resilient, and growing business. Based on the 2025 guidance we are giving today, we now expect to deliver underlying operating profit and free cash flow within the target ranges originally set at our 2023 Capital Markets Day, two years earlier than planned. As a result, we have today upgraded our mid-term targets. These targets are a milestone, not a destination, and we see strong growth prospects beyond the mid-term.

View our 2024 Full Year Results here: https://ow.ly/eGeA50V7o8A

#RollsRoyce $RR.L #FYResults

Among FTSE 100 companies, LinkedIn is the primary platform for employee-led advocacy. It provides a professional setting for resharing leadership content, celebrating company milestones and engaging with purpose-driven initiatives.

While official company or leadership posts often generate the headlines, it's employees who help bring those messages to life. On average, at least 10% of comments on CEO or corporate posts about financial results come from employees – and the total engagements is likely even higher when it comes to reactions and reposts, according to our research.

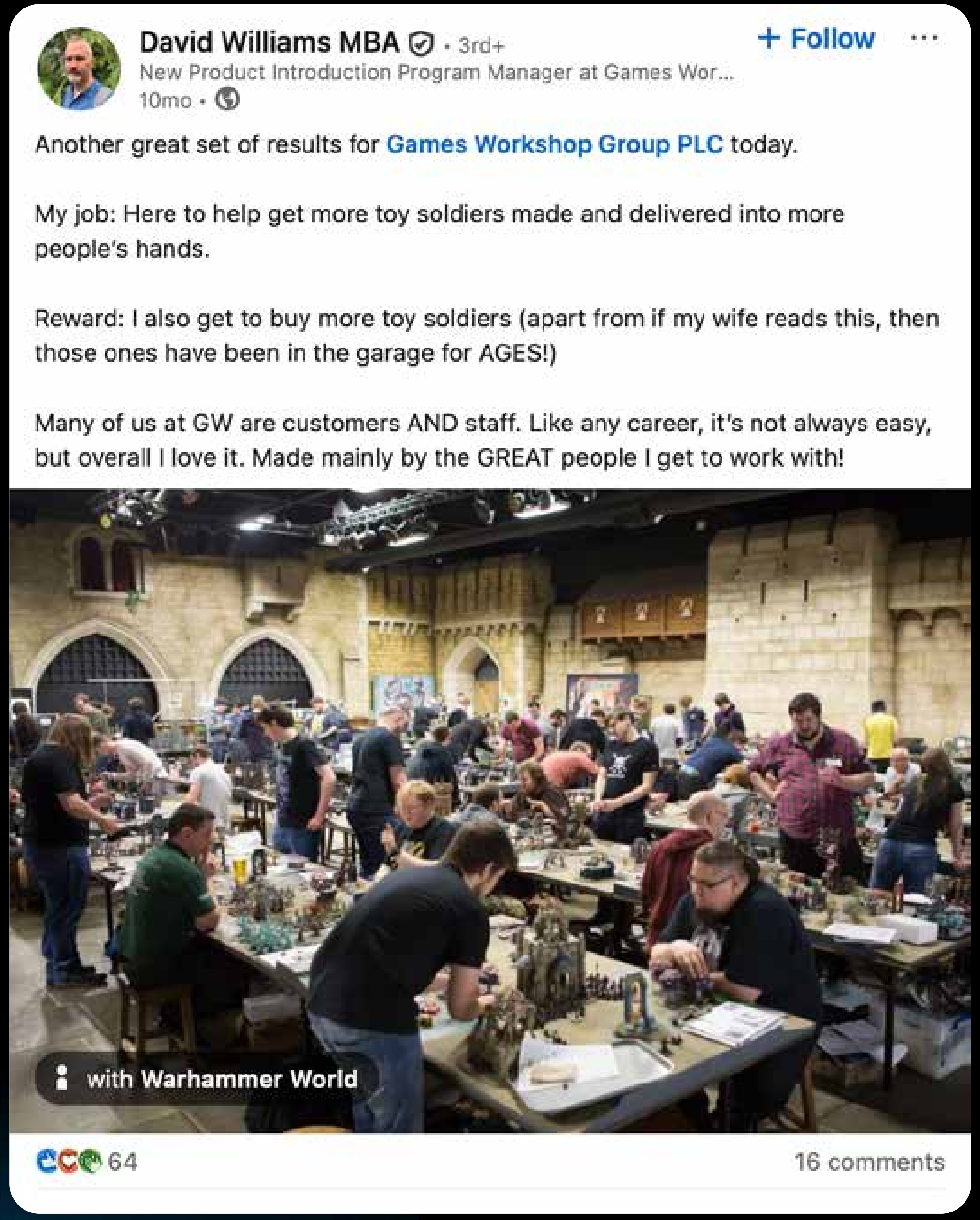
The most impactful advocacy, however, goes beyond amplification. It happens when employees reflect the company's story in a way that feels personal and authentic. For example, at Barclays, Swati Sharma, an Organisational Behavioural Scientist, used the company's results announcement to highlight the power of representation. She noted how seeing the CEO wear a Tikka and Kalawa helped her feel seen and empowered to bring her full self to work. Similarly, at Rolls-Royce, IT Programme Manager, Ira Milchevskaya celebrated strong financial results by spotlighting the collaborative success of a major engineering transformation, bringing authenticity and pride to the company's "winning together" message through a personal story of teamwork and resilience. The post received more than 60 engagements.

At Games Workshop, David Williams, New Product Introduction Program Manager, used the occasion of strong financial results to highlight sustained team success and operational excellence, reinforcing performance messages through a personal lens of pride and progress.

These kinds of posts don't simply repeat the corporate narrative. Instead, they enrich it, building emotional connection, cultural relevance and a sense of shared ownership across employee networks.

Due to users' privacy settings it is difficult to quantify employee activity across every platform, however, the signals are clear: companies with strong digital reputations benefit from greater employee amplification.

To fully realise this potential, FTSE 100 firms should treat employee advocacy as a strategic part of their broader digital communications strategy. This means more than encouraging staff to repost company updates. It requires strong internal messaging, accessible content resources, effective tools, and a culture that makes employees feel proud to speak up. The most effective organisations don't just ask employees to share the brand story – they empower them to help tell it.



David Williams MBA · 3rd+ + Follow
New Product Introduction Program Manager at Games Wor...
10mo ·

Another great set of results for Games Workshop Group PLC today.

My job: Here to help get more toy soldiers made and delivered into more people's hands.

Reward: I also get to buy more toy soldiers (apart from if my wife reads this, then those ones have been in the garage for AGES!)

Many of us at GW are customers AND staff. Like any career, it's not always easy, but overall I love it. Made mainly by the GREAT people I get to work with!

with Warhammer World

64 16 comments

Research overview

Analysis dates
1st May 2024 – 30th April 2025

Target focus
FTSE 100 companies as of 1st March 2025.

Data collection
Online, using an analysis to understand the digital presence, engagement and impact of FTSE 100 companies – and their executives – across a range of social media platforms.

Survey to global investors
FTI Consulting conducted an online survey from 21 November to 12 December 2024, with n=551 global institutional investors, based in the US, Europe and Middle East and representing institutions with an average of $110.6 billion in assets under management. The institutions included portfolio and fund managers at a range of institutions, including private equity firms, investment and mutual funds, pension and hedge funds, insurance companies, sovereign wealth and endowment funds. For further questions on the research methodology please contact StratCommResearchEMEA@fticonsulting.com.

Reputation Engine Index methodology
Within the company channel score, platforms were weighted according to reach, relevance and typical use in corporate communications: LinkedIn (18 points) received the greatest share, followed by Instagram (7), YouTube (6), Facebook (4), X (3), TikTok (3), Threads (1) and BlueSky (1). Across all channels, points were awarded for having an active presence, publishing content related to the latest annual results, and driving meaningful engagement – both in total and on a per-post basis. Similar criteria were applied to CEO and CFO activity (a proxy for broader senior executive engagement), with additional consideration given to leadership visibility, follower base and performance of their results-related posts. Use of LinkedIn Ads was assessed based on prior activity and whether advertising was used to support the latest results.

While this framework aims to give a rounded view of the most visible and measurable dimensions of a company's social media strategy, one important component – employee advocacy – is not scored. Its exclusion is due to inconsistent and opaque measurement across organisations. However, this should not be mistaken for a lack of importance. In fact, employee voices are increasingly recognised as critical to amplifying corporate messaging, building authenticity, and shaping stakeholder trust. Their impact is discussed in greater depth elsewhere in the report.

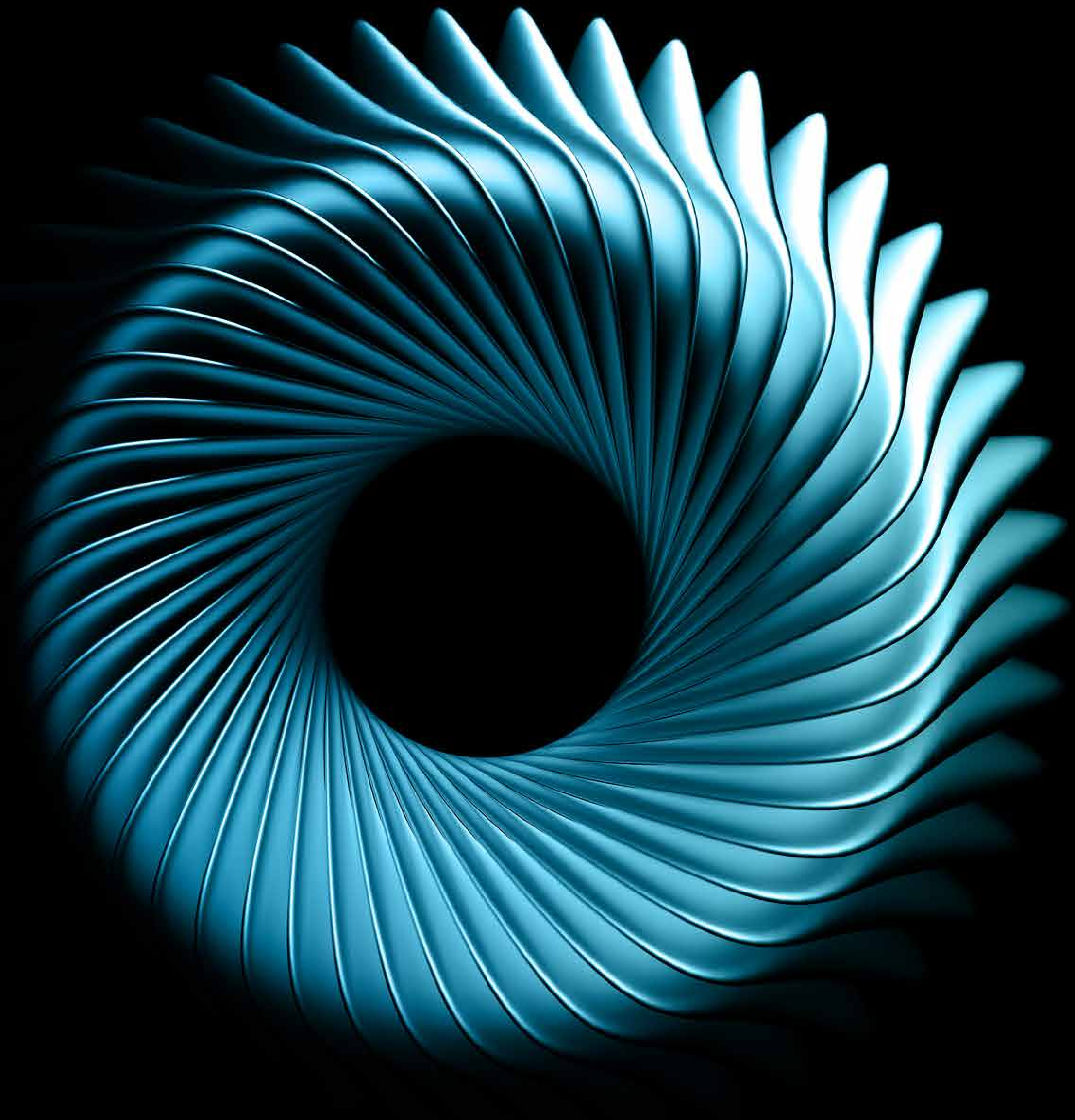
Throughout the report, we use companies' latest annual results (covering the period from 1 May 2024 to 30 April 2025) as a lens through which to assess corporate reputation. This is a moment in the calendar that applies universally across the FTSE 100 – offering every company the opportunity to communicate its story, showcase its performance, and reinforce key strategic messages. It also represents a rare point in the year where corporate communications are relevant to the full spectrum of stakeholders, from investors and analysts to employees, customers, policymakers and the media.

Contact:

Andrew Williams
Senior Managing Director (Partner)

andrew.williams@fticonsulting.com

FTI CONSULTING™



About FTI Consulting

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centres throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. For more information, visit www.fticonsulting.com and connect with us on social media.

C-suites, boards of directors, and business leaders from around the world come to FTI Consulting with their most complex, business-critical issues that require diverse skill sets and integrated disciplines. As part of our Strategic Communications division, we support companies with their social media strategies – helping them mitigate risk and enhance their reputation by combining decades of deep subject matter expertise with functional and disciplinary experience. Put simply, we help our clients to communicate effectively – across any channel – to protect and enhance their interests with key stakeholders.