



GLOBAL REPTRAK 1000

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Welcome to multiplayer. Are you ready to play?

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Reputation is now multiplayer.

For years, the job in Corporate Communications has been to manage reputation by employing top-down, corporate-heavy stories: Media relations, investor relations, press releases.

That is changing.

Reputation is now co-constructed by communities, employees, creators, cultural participants, and, increasingly, AI systems. The very stakeholders Corporate Communications has spent years looking to influence are now doing the influencing.

For over two decades, RepTrak has measured the world's most reputable companies through a "think, feel, do" framework — linking drivers like Products & Services, Innovation, Workplace, Conduct, Citizenship, Leadership, and Performance to emotional connection and measurable Business Outcomes. Our model also tracks how channels shape reputation across earned, owned, paid media, and direct experience, using reach and impact to show which channels are helping or hurting perceptions.

There's been very little change in channel impact for roughly the last ten years. But that is changing.

While Reputation Scores are near all-time highs, the infrastructure that builds corporate reputation is being rewired. Every traditional information channel lost effectiveness in 2026, dropping to all-time lows across all 12 micro touchpoints we measure.

But this isn't an overnight development for corporate communications: It's the continuation of a trend that has been building for years, and the top-ranked companies in our report have all leaned into this trend earlier than their peers.

The LEGO Group, perhaps one of the biggest co-construction brands of all time, again leads our list. Adidas, a company that has leaned into user-generated content and collaborations in a way many of its competitors haven't, is now back in the top 10 (at number 2).

What you're seeing in these rankings is a strategy shift that hints at the future of corporate communications at a time that a new channel is emerging: AI.

For the first time in our dataset, artificial intelligence was included as a channel. And it didn't arrive gradually. Despite ranking 11th out of 14 channels in reach, it already ranks 7th in impact—ahead of email, social media, traditional advertising, and news media.

So, the companies thriving aren't the ones broadcasting loudest; they're the ones who are providing a clear, consistent message for everyone to shape in their own voice, and often staying out of the way while that happens.

This is the multiplayer experience: A willingness to let everyone shape your narrative.

Those adopting this approach are able to do this because they are also executing on the fundamentals. At a time when we see traditional players like Disney (out of the rankings entirely after being as high as 2 in 2020) and Harley Davidson (down 37 places to 41 after 5 straight years in the top 10) dropping because of value pressures, performance issues and leadership credibility, the anecdotes are compelling: A willingness to give your community control of your corporate narrative can elevate your reputation. But you do need to have something worth elevating first.

This report shows quantitatively through RepTrak data and anecdotally through case studies how this new approach to corporate communications is taking shape.

Methodology

For over two decades, RepTrak has delivered quantifiable insights on corporate reputation. Our methodology is built on a single conviction: the only measure of reputation that matters is the one formed by real people, not executives, not algorithms, not self-reporting. We go straight to the source.

The 2026 Global RepTrak 100 is based on responses collected globally across 14 major economies at the end of 2025. We call our respondents the informed general public (IGP), individuals who are not just aware of a company but have formed an opinion about it. A diverse, census-balanced sample, collected by partnering with industry leader Dynata, ensures that responses are equally represented across regions, accounting for cultural nuance while maintaining consistency over time.

With a reach that encompasses 70 million consumers and business professionals globally, and an extensive library of individual profile attributes collected through surveys, Dynata is RepTrak's partner of choice for a study of this scale. The company has built innovative data services and solutions around its robust first-party data offering to bring the voice of the customer to the entire marketing continuum — from uncovering insights to activating campaigns and measuring cross-channel marketing return on investment.

RepTrak then applies its proprietary reputation model to this data, which is organized around three dimensions: Feel, Think, and Do.

Together they form the complete picture of how a company's reputation operates: what drives it, how strong it is, and what it produces:

- **Feel captures the emotional dimension**, the degree of esteem, admiration, trust, and positive regard stakeholders hold toward a company. The Reputation Score is the primary Feel metric: a single number from 0–100 that reflects the overall strength of the emotional connection the informed general public has with a company. It is the output of everything a company does and everything stakeholders say about what it does.
- **Think captures the rational dimension**, what stakeholders believe about a company across seven Drivers of Reputation: Products & Services, Performance, Innovation, Leadership, Conduct, Citizenship, and Workplace. Each driver is composed of underlying factors that describe specific, measurable attributes. Think scores explain why people feel the way they do.
- **Do captures the behavioral dimension**, the actions stakeholders are willing to take on behalf of a company. RepTrak measures seven Business Outcomes: Buy, Recommend Products, Say Positive, Trust to Do the Right Thing, Work For, Invest, and Benefit of the Doubt. These are the behaviors that translate reputation into commercial and institutional value. Strong Feel scores produce strong Do scores; weak Feel undermines all of them.

To qualify for the 2026 Global RepTrak 100, a company had to meet three criteria: global revenue above USD 2 billion; a global familiarity threshold above 20% across the 14 countries measured, and a regional familiarity threshold above 20% within at least 7 of those 14 countries; and a qualifying Reputation Score above the median score from our global dataset of 67.3 points. Companies meeting these criteria were then ranked by their global Reputation Score.

One methodological note on channels: for the first time in 2026, our channel reach and impact data includes generative AI as a discrete touchpoint — measured alongside the 13 traditional micro touchpoints that have defined our channel landscape reporting for the last 10 years. This addition reflects the rapid emergence of AI as a source through which stakeholders are actively forming opinions about companies. All channel data in this report reflects 2026 measurements unless otherwise noted.

The 100 Most Reputable Companies

The 2026 Global RepTrak 100 is a snapshot of reputation at a moment of structural transition. On the surface, the numbers are strong: global Reputation Scores rose for a third consecutive year to an average of 74.6, and the companies on this list are executing well.

But the movements within the ranking tell a more instructive story about which companies have figured out the new rules of reputation-building, and which are still playing by the old ones.

The pattern is consistent enough to be a signal, not noise. The companies gaining the most ground share a common characteristic: their reputations are built and sustained by stakeholder networks that extend well beyond anything the company directly controls. The companies losing ground share the opposite characteristic: their reputations heavily depend on channels, communities, or identities the company owns.

Winners are increasingly setting a core storyline that they're willing to "let go" of. Losers are holding on tight.

2026 Top 10 Highlights

LEGO, perhaps fittingly (given its history of community-led creation), retained the #1 position with a 78.2 Reputation Score.

What's notable is not just the score but the durability of it: LEGO's Products & Services driver dipped slightly this year, and yet overall reputation held. That resilience comes from a stakeholder network — adult fans, builders, the LEGO Ideas community, educators — that continues to advocate for the brand independent of any given product cycle.

Adidas, however, is the breakout story of 2026, climbing seven ranks to #2 with a score of 78.06.

The gains are concentrated exactly where the multiplayer thesis would predict:

- Conduct +2.5
- Workplace +2.5
- Fair in business +3.3

These are not factors that companies move through advertising. They move when the broader network of employees, collaborators, and cultural participants signals that the company is behaving well. Adidas built community in spaces it does not own — through cultural collaborations, creator partnerships, and a presence in spaces like Roblox that the brand participates in but does not control.

The result, just three years after a CEO change and four years after the start of a controversy surrounding its partnership with Kanye West, is a reputation that the community carries.

Samsung rose nine ranks to #3 on broad-based driver gains, and Rolex held #4 with a score of 77.5.

A new entrant to the top 10, Barilla climbed 16 spots to #9 after shifting from explicit inclusion messaging to a broader "community" narrative, broadening its message to be more about the ritual of the meal and less about who is having it.

Top 10 Most Reputable Companies

10

1. The LEGO Group
2. adidas
3. Samsung
4. Rolex
5. Sony
6. Ferrari
7. Mercedes-Benz
8. Levi-Strauss & Co.
9. Barilla
10. Canon

New Entrants

Fourteen companies appear in the GRT 100 for the first time in 2026. The most significant debut is NVIDIA at #14 — a reputation built almost entirely without traditional corporate communications infrastructure. NVIDIA's standing is a product of its developer community, the cultural moment around AI, and a decade of consistent execution that gave that community something genuine to advocate for.

Other notable entrants include Qatar Airways (#62), Warner Bros. Discovery (#73), Costco (#84), Volkswagen (#90), and Airbus (#100), among others.

Because these are new entrants, rank and score changes are not reported.

The Biggest Movers

The largest gain in the dataset belongs to Eli Lilly, up 57 positions to #42 with a score increase of 2.0 points, the biggest point gain among companies with prior-year data.

GLP-1 cultural momentum helped: Lilly became the brand most associated with weight loss while building a resilient supply chain that let it meet demand where rivals could not. Novo Nordisk, the company that brought GLP-1 to market, fell 34 spots to #70.

Other big climbers this year include Deutsche Lufthansa (climbed 50 positions to #22), Siemens (rose 35 places to #28), and Volvo Group (gained 47 positions to #35).

The steepest decline belongs to Spotify, which fell 54 positions to #95. Its "Wrapped" series is one of the most compelling multiplayer case studies in the dataset, but it was not enough to offset declines in Conduct scores. Harley-Davidson fell 37 positions to #41, and Nike fell 28 to #50.

LEGO: How product is leading its multiplayer strategy

No company in our rankings embodies the multiplayer approach quite like The LEGO Group.

And, perhaps as evidence that the multiplayer brand has been a growing trend for some time, 2026 is its fifth straight year at #1 in these rankings. How it does that, though, is worth exploring: LEGO's Products & Services driver score of 78.4 (the highest ranking in our dataset). And if you drill down to the "High quality products and services" factor, it ranks seventh (behind a list of predominately luxury brands: Rolex, Ferrari, Giorgio Armani, Mercedes-Benz, NVIDIA, and Rolls-Royce).

That product excellence is the growth lever for its multiplayer strategy.

In the last couple years, LEGO has:

- Launched a new product collection, The Botanical Collection. It's now a standalone top-five global theme, and it recruited a stakeholder profile LEGO had historically underserved: design-oriented adults with no prior connection to the brick. The product travels primarily as a gift, propagating through social networks on its own terms.
- Built its brand into Fortnite, a gaming platform. LEGO Fortnite reaches 87 million players, and it's not an owned community. LEGO entered as a participant.
- Partnered with Crocs and adidas on footwear.

Most brands treat community as a reputational safety net — something to fall back on when execution falters. LEGO inverts that model. Starting from a position of genuine product strength, it designs releases and partnerships that recruit new communities into contact with the brand, then lets those communities do the reputational work across dimensions that products alone cannot move.

adidas vs. Nike: The multiplayer divergence

If you want to see the difference in adopting multiplayer strategies, you need not look any further than a classic rivalry: adidas and Nike. These two rivals looked close to identical in our 2024 rankings, but much has changed since then. Putting Global Reptrak 100 data next to key timeline events shows the divergence.

Score and driver movement, 2024–2026

adidas — #16 (2024) → #9 (2025) → #2 (2026)

- Reputation Score: +1.2 pts in 2026 (score 78.06) | Brand Score: +1.1 | Ambassador share: +2pp

Nike — #21 (2024) → #22 (2025) → #50 (2026)

- Reputation Score: -1.0 pts in 2026 (score 74.48) | Brand Score: -1.2 | Ambassador share: -1pp

A contrasting timeline, 2022–2026

- adidas / 2022 — The Ye partnership collapses. adidas absorbs a significant hit, but its creator communities and fan ecosystems are not contingent on any one relationship. The network holds.
- Nike / 2022–23 — The DTC pivot accelerates. Nike pulls back from wholesale partners to concentrate sales through owned channels. The stated goal is community. The operational effect is channel control. The stakeholder ecosystem narrows.
- adidas / 2023 — Roblox partnership and cultural collaborations (Pharrell Williams, Bad Bunny, regional artists) bring adidas into communities organized around identity, not product purchase. Spaces adidas enters as a participant, not a landlord. Conduct and Workplace scores begin rising.
- Nike / 2023 — DTC margins disappoint. Wholesale partners partially reinstated after inventory problems. Products & Services scores begin their decline.
- adidas / 2024–25 — The Samba and Gazelle become dominant cultural footwear globally — not through brand-controlled campaigns but through street adoption and creator content. adidas maintained product quality and cultural availability; the network did the rest. Rank climbs from #16 to #9.
- Nike / 2024 — 1,600 roles eliminated as DTC restructuring costs mount. Conduct and Workplace scores decline further. Ambassador share begins falling. Nike is losing ground on both execution and conduct drivers simultaneously.
- adidas / 2026 — #2 globally. Gains concentrated where the multiplayer thesis predicts: factors stakeholders assess through community signal, not marketing. Fair in doing business +3.3. Employee well-being +3.1. Ethical +2.6. These scores rose because enough people in the network said the same things independently.
- Nike / 2025–26 — Elliott Hill appointed CEO; restructuring underway. But three years of pressure on the highest-weight drivers cannot be reversed in a quarter. The DTC infrastructure still exists. What does not exist is an independent stakeholder network to carry the brand narrative when execution falters. Rank: #50, down 28 positions.

2026 Global RepTrak[®] 100



▲ Rank Change Up ▼ Rank Change Down = Rank No Change ★ Rank New

1 = The LEGO Group	2 ▲ adidas	3 ▲ Samsung	4 ▼ Rolex	5 ▲ Sony	6 ▲ Ferrari	7 ▼ Mercedes-Benz	8 ▲ Levi Strauss & Co.	9 ▲ Barilla	10 ▼ Canon
11 ▲ Michelin	12 ▲ BIC	13 ▼ The Bosch Group	14 ★ NVIDIA	15 ▲ Miele	16 ▲ Goodyear	17 ▲ Marriott	18 ▲ Dyson	19 ▲ Philips	20 ▼ Nintendo
21 ▲ Pirelli	22 ▲ Deutsche Lufthansa	23 ▲ Giorgio Armani	24 ▲ BMW Group	25 ▲ Toyota	26 = 3M	27 ▲ Caterpillar	28 ▲ Siemens	29 ▼ Singapore Airlines	30 ▲ L'Oréal
31 ▼ Rolls-Royce	32 ▼ Hyatt Hotels	33 ▼ PayPal	34 ▲ Honda Motor Company	35 ▲ Volvo Group	36 ▼ Visa	37 ▲ Danone	38 ▲ HP Inc.	39 ▲ Emirates	40 ▲ Panasonic
41 ▼ Harley-Davidson	42 ▲ Eli Lilly	43 ▲ Whirlpool	44 ▲ Mastercard	45 ▲ Hewlett Packard Enterprise	46 ▲ Abbott Laboratories	47 ▼ Intel	48 ▲ Ralph Lauren Corporation	49 ▼ Lavazza	50 ▼ Nike, Inc.
51 ▼ Google	52 ▲ Cathay Pacific	53 ▼ Bridgestone	54 ▲ Henkel	55 ▲ Qualcomm	56 ▼ Natura	57 ▼ Dell Technologies	58 ▲ Kellanova	59 ▼ Burberry Group	60 ▼ Chanel
61 ▼ Microsoft	62 ★ Qatar Airways	63 ▼ Hilton Worldwide	64 ▼ Colgate-Palmolive	65 ▼ Decathlon	66 ▼ IBM	67 ▼ Ferrero	68 ▲ Mattel, Inc.	69 ★ Honeywell International	70 ▼ Novo Nordisk
71 ▲ Roche	72 ▼ The Estée Lauder Companies	73 ★ Warner Bros. Discovery	74 ▼ LG Corporation	75 ▼ Air Liquide	76 ▼ Schneider Electric	77 ★ SAP	78 ▲ FUJIFILM	79 ▼ IKEA	80 ★ ACER INC.
81 ▼ Apple	82 ▲ SC Johnson	83 ▼ Inter-Continental Hotels Group	84 ★ Costco Wholesale	85 ▼ Amazon.com	86 ▲ Salesforce.com	87 ★ British Airways	88 ▼ Under Armour	89 ★ Oracle	90 ★ Volkswagen
91 ★ Home Depot	92 ▲ Netflix	93 ★ BASF	94 ★ Continental	95 ▼ Spotify	96 ▼ The Kraft Heinz Company	97 ▼ Cisco Systems	98 ▼ AsusTek Computer Inc.	99 ▼ Sanofi	100 ★ Airbus

The New Channel Landscape

While companies are still the architects of their reputation inputs, they are not the final shapers. The multiplayer reality means the very people forming opinions are also shaping the last-mile narratives that influence them.

The 2026 channel data puts numbers on it: Impact, the gap in Reputation Score between stakeholders who were exposed to a channel and those who were not, is at its lowest recorded level across every channel. On the surface, this looks like a system in decline.

But when you separate the two components that comprise Impact, the story changes: The exposed score has not fallen. Across almost every touchpoint, it has been flat to rising since 2017. The people who are being reached by each channel today are forming at least as strong an opinion as they ever did.

What has moved, however, is the non-exposed score.

The average Reputation Score among stakeholders who were not reached by a given channel has risen by 2 to 4 points across nearly every touchpoint since 2017. The floor is rising, the ceiling is holding, and the gap is narrowing.

Why The Floor Is Rising

The non-exposed score for any channel is not a measurement of people untouched by all channels; it is a measurement of people reached by other channels instead. Reach has fallen in each individual channel, creating audiences that are more concentrated and more inclined to both receive the narratives within that channel and help shape it.

When those people form a strong view through their preferred channel, it travels with them into every other interaction, raising the non-exposed baseline across channels they were never directly reached through. The channels are nodes in a network, and what moves through one raises the floor in all the others. This is the co-authorship effect made visible in the data. The people who show up in a channel are not passive recipients of a company's message; they carry their interpretation outward into every other interaction.

The IGP has always had choices about where to consume information; what has changed is the scale of those choices. Two decades of channel proliferation have forced increasingly active decisions about where to spend attention. And now a new one is emerging.

AI, And The Arrival of a New Channel

Generative AI is the latest development in that proliferation, but a wholly different kind of channel than any that came before it. Where every other channel delivers content the IGP encounters passively or by habit, AI delivers answers to questions the IGP actively asked. It is not passively consumed. It is actively sought.

AI reaches 10% of stakeholders, ranking 11th out of 14 channels by reach. But it ranks 7th by impact, with a score of 6.6, ahead of traditional channels like email, social media news, customer support, billboard advertising, television and print advertising, news media, and influencers.

Its exposed score is 80.4 against a non-exposed score of 74. That 6.5-point gap is the largest of any channel except direct experience.

The profile of the AI audience is one that arrives with a question and leaves with a synthesized answer drawn from everything that has ever been said about that company: inputs from employees, customers, journalists, communities, and every other stakeholder across every other channel.

This gives AI a specific and significant role in the system: For companies whose stakeholder network carries a consistent, genuine signal, AI amplifies it at scale; for companies whose stated identity does not match what their stakeholders actually say, AI is an unsparing auditor.

It returns the crowd's verdict, not just the press release.

As much as the question for companies is how to perform well on AI, it is also whether the network of stakeholders who talk about you is saying something worth amplifying.

Feel, Think, Do

Feel: Reputation Scores

Reputation Score is the emotional dimension of RepTrak's model, scoring the degree to which stakeholders feel esteem, admiration, trust, and positive regard toward a company. In 2026 it rose modestly to 74.6, marking the third straight year of growth.

A 0.1-point gain in the context of sustained geopolitical disruption, US trade policy shifts, and accelerating news cycles is not nothing. The companies in this dataset have, in aggregate, continued to earn slightly more trust than they lose.

The country data is where the score tells its most specific story. The UK gained 2.9 points, the largest single-market movement in the dataset. Australia, South Korea, and Germany all rose. China fell 1.0 point, and India had the sharpest single-market decline, falling 2.4 points. The US fell .3 points.

Think: Reputation Drivers

The seven RepTrak Drivers of Reputation measure what stakeholders think about a company, and, in 2026, nearly all drivers rose.

Products & Services fell .1 points to 76 (its first decline after consecutive years of gains), primarily due to a drop in the "High Quality Products and Services" factor score (down .4 to 77.8). Along with that drop, the Profitable factor dropped .4 to 77.8, meaning the two highest-ranking factors fell while 19 of the other 21 factors rose.

Against this, every other driver rose. Innovation gained 0.5 points, Leadership rose 0.2, and Conduct gained .6. Workplace and Citizenship also moved significantly (.6 and .7, respectively).

This maps directly onto the channel dynamic. Products & Services and Performance are the drivers most legible through direct experience. The fastest rising drivers, like Conduct, Citizenship, Workplace, can be built through what employees, communities, and earned media say, not through campaigns.

Do: Business Outcomes

The Do dimension captures what stakeholders are willing to do on behalf of a company. It measures where a stakeholder is willing to buy a company's products, recommend it, trust it, invest in it, or give it the benefit of the doubt.

In 2026 the data shows a split:

Stakeholders are becoming more selective about immediate transactions and more willing to commit to companies they believe in over the long term. Reputation is bifurcating into trust you act on today and trust you build toward tomorrow.

The ambassador data reinforces the split. Buy and Recommend Products both fell one full percentage point to 50.5% and 49.5%, respectively. Invest, meanwhile, rose 1 percentage point to 41%.

LEGO leads the overall ambassador table at 50.7%, followed by NVIDIA on debut at 50.2% and Samsung at 49.4%. At the bottom, Novo Nordisk (-4 pp) and Google (-3 pp) experienced the sharpest declines.

It is what the multiplayer dynamic produces when it works: a community that carries the narrative also provides the buffer when the narrative is tested.

Closing Thoughts

Beneath the headline of reputational growth, something fundamental has changed in how reputation is built, where it lives, and who holds it. The data this year tells the same story from every angle: reputation no longer belongs to the companies that invest most in communicating it. It belongs to the communities that choose to carry it.

Channel data shows impact compressing and driver data shows the same: the factors rising fastest are the ones stakeholders assess through observation and community signal, not through corporate communication.

Against this background, Generative AI has made its mark.

The companies in this report that are gaining ground have, in different ways, accepted this reality and organized around it. They have given stakeholder communities something genuine to carry: products worth advocating for, values visible in behavior, cultures that employees describe honestly and favorably in the channels they chose.

RepTrak has measured reputation for over two decades. The architecture of what drives it has not changed, because human trust has not changed. But the environment in which trust is formed has. Stakeholders now have more channels, more choices, more access to each other's opinions, and an AI that synthesizes all of it on demand. In that environment, the companies that build genuine stakeholder alignment are more advantaged than they have ever been.

About RepTrak

Established in 2004, The RepTrak Company owns the world's largest reputation benchmarking database of over 1 million company ratings per year used by CEOs, boards, and executives in more than 60 countries worldwide.

We provide the only global platform for data-driven insights on Reputation, Brand, and ESG. Our proprietary RepTrak® model is the global standard for measuring and analyzing the sentiment of the world using proven data science models and machine learning techniques across industries and geographies.

Subscribers to the RepTrak Program use our predictive insights to protect business value, improve return on investment, and increase their positive impact on society.

