

Monitoring Report: MNC Response to Russia-Ukraine Conflict

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MNCs We Are Tracking: (full list included in the research spreadsheet, which is updated daily)

- **Food & Beverage:** Mondelez, ADM, AB InBev, Coca-Cola, Danone, General Mills, Nestle, Mars, Burger King, McDonald's, Papa John's, Yum! Brands
- **Manufacturing:** Adidas, ArcelorMittal SA, Boeing, GM Co., Mercedes-Benz Group, Toyota, Honda
- **Finance & Banking:** Goldman Sachs, Barclays, Brinks, HSBC, Lloyds, SBI Holdings, American Express
- **Logistics:** UPS, FedEx, DSV, Maersk, Deutsche Post, Hapag Lloyd, Ocean Network Express
- **Oil:** BP, Neste, Orsted, Shell, Sandvik, and others
- **Technology:** Apple, Alphabet, Dell Technologies, Etsy, Global Guardian, SAP SE, Nokia, Verizon, Uber
- **Recruitment & Staffing:** Adecco
- **Travel & Tourism:** Air France, Delta, Ryanair, Marriot, Airbnb, Virgin, and others
- **Insurance:** Allianz, CMS, and others
- **Professional Sports:** Formula 1, UEFA, FIFA, NHL, US Soccer Federation, and others
- **Film & Television:** Disney, Universal Studios, Paramount Pictures, and others
- **Healthcare & Pharmaceuticals:** Allergan, Pfizer, Johnson & Johnson, Procter & Gamble, Novartis, Novo Nordisk, GlaxoSmithKline, Eli Lilly, Blueprint Medicines, Nkarta, Global Blood Therapeutics, and others

Top Media Coverage on MNC Response:

- The Wall Street Journal, [Russian Prosecutors Warn Western Companies of Arrests, Asset Seizures](#)
- The Wall Street Journal, [Western Drugmakers Are Still Providing Medicines to Russia](#)
- Reuters, [Taiwan's ASUS says Russia shipments at a halt, after Ukraine urges exit](#)
- Forbes, [Zelensky Presses Companies – Microsoft, SAP AND Oracle – To Punish Russia More](#)
- The New York Times, [Are Big Businesses In or Out of Russia](#)
- Morgan Lewis, [Russia Considers Imposing Special External Management Over Certain Foreign Owned Companies](#)
- The Philadelphia Inquirer, [U.S. pharma companies are staying in Russia as other industries exit](#)

Key Trends

Russian Government's Response / Pressure

- Russian prosecutors have issued warnings to Western companies in Russia, threatening to arrest corporate leaders there who criticize the government or to seize assets of companies that withdraw from the country. The warnings were not restricted to any industry or sector, and they were broad ranging.
 - *Warnings have come in the last week to Coca-Cola Co., McDonald's Corp., Procter & Gamble Co., IBM Corp., Yum! Brands Inc., and others.*
- These actions also included threats to sue companies and seize assets including trademarks.
- Russian President Vladimir Putin has also expressed support for a law to nationalize assets of foreign companies that leave his country over the invasion of Ukraine.

Consumer Response:

- Calls for boycotts of companies operating in Russia took off on social media, mainly Twitter
- Companies such as [Coca-Cola](#), [McDonald's](#), and [PepsiCo](#) were top targets
 - Consumer pressure has proven to be effective, with each of these three companies announcing response measures over the past few days.
- The Good Lobby launched the [Ukraine Corporate Index](#) trackers outlining their response to Russia's invasion and ranking them red, yellow or green based on the response. This tracker is updated constantly as new developments occur.

Humanitarian Response:

- Scale of response: almost half of the companies that have responded to the situation are supporting the humanitarian response in some way. This number is continuing to grow daily.
- Companies: Volkswagen, Dell Technologies, Goldman Sachs, Mondelez, Disney, H&M, Ikea, L'Oreal, Mastercard, Alphabet, Airbnb, Uber, Starbucks, Yum! Brands, and Mars, among others
- Type of support:
 - Providing cash donations and matching employee donations to charitable relief organizations
 - Supporting humanitarian organizations and partnering with nonprofit groups, like the Red Cross, International Medical Corps, Project HOPE, UNHCR, and Save the Children
 - Donating essential medicines and sending medical care and supplies to Ukrainian refugees
 - Utilizing business resources to support people impacted (i.e., Airbnb and Uber)
 - Allowing refugees to shelter on company premises
 - Donating royalties from Russian-based businesses to humanitarian causes in Ukraine
 - Developing action plan for refugees and supporting evacuation

Business Response:

- Scale of response: [over 300 companies](#) have withdrawn from Russia according to a Yale study, and this list continues to grow by the day
- Companies: American Express, Visa, Mastercard, Netflix, Uber, TikTok, H&M, AirBnb, Boeing, Cisco, Dell, IBM, Ikea, Shell, Spotify, Warner Media, Twitter, YouTube, FIFA, FedEx, McDonald's, Coca-Cola, Yum! Brands, Papa John's, among others
- Types of response:
 - Halting operations, sales, and services, and/or suspending sales
 - Divesting Russia-based assets or suspending capital investments
 - Cutting ties with Russian partnerships and state-run businesses
 - Pulling business out of or boycotting Russia completely
 - Pulling advertising in Russia and other relevant regions
 - Pulling plug on Russian-based projects and partnerships
 - Stopping production and exports (i.e., Toyota, Nissan, and Ford)
 - Pledging to not take on new contracts or business in Russia
 - Supporting employees in Russia and Ukraine by continuing compensation
 - Evacuating and extracting employees from Russia as well as from Ukraine
- Pharmaceutical & health care company response is unique compared to other industries
 - Continuing to provide essential medicines
 - Providing humanitarian support
 - Pausing clinical trials and patient enrollment
 - Ceasing new business initiatives and advertising as to not enter any new contracts directly
 - Stopping investments or divesting

Operational Response:

- Complying with international sanctions and guidance from relevant government entities
- Prioritizing employee safety and in certain situations supporting their move to safety
- Working to determine other disruptions to operations and supply chain in region
- Triggering contingency plans, such as alternative sourcing and ensuring stock levels
- Consulting with GR teams and legal counsel on the potential impacts of escalated sanctions
- Boosting cybersecurity, taking proactive steps to safeguard information technology network against potential attacks, and even responding to attacks which have already taken place
- Penning letters to their broader sectors encouraging business counterparts and leaders to disengage from Russian industry (Notably by healthcare and pharmaceuticals industries)



- Limiting communications between Russian businesses and the remainder of the company out of concern that emails or text messages among colleagues may be intercepted.
 - *This has been seen among firms threatened by Russia over their divestment from the Russian marketplace.*
- Transferring executives out of Russia out of concern for their potential arrest or pressure by the Russian government.

Standard Messaging:

- Expressing sympathy for situation and concern for those impacted
- Expressing hope for a peaceful and swift resolution to the conflict
- Expressing deep concern and sadness over the invasion of Ukraine, blaming Russia for humanitarian crisis, and noting Russian's violation of the country's right to sovereignty
- Emphasizing priority in people and ensuring safety of employees
- Tracking situation on ground closely
- Working to understand impact on business and supply chain
- Continuing to assess additional options for business response in the region
- Calling out company support of humanitarian aid and assistance of those impacted (*if applicable*)
- **What MNCs are not saying:*
 - Condemning any bad actors or policy decisions
 - Commenting on sanctions or legal implications beyond simply stating that the given company is complying with international sanctions
 - Speculating on how the situation will devolve or future impact