

Higher Education Funding Council for England

The **Corporate Responsibility Index** is the UK's leading voluntary benchmark of Corporate Responsibility (CR). It assesses the extent to which responsible practices are embedded within an organisation's corporate strategy and operations. It provides a benchmark for organisations to evaluate their management and impact within the key CR areas of community, environment, marketplace and workplace.

Foreword

Welcome to this feedback document, detailing your performance in Business in the Community's 2009 CR Index.

We have made some improvements to the layout of this year's report. These include (where applicable) a year-on-year comparison of your previous Index results, illustration of the range of your industry sector peers' results, and a comparison of your results against the overall CR Index average over time. We believe these changes will allow you to explain your level of achievement ever more clearly to your stakeholders. We are, of course, available to present to you more detail on the drivers of your performance, using our Traffic Light system of metrics that will explain how best to improve next year.

The CR Index is in good health, seeing high numbers of new entrants and long-term participants, and it will continue to illuminate the path towards integrating the Corporate Responsibility (CR) agenda and managing sustainability challenges in just the same way as any other business risk or opportunity. Our focus is on those companies that use this Management Tool to guide their CR journey, tracking their progress and achievements in a quantifiable manner. For those with consistent high performance, we recommend using the Platinum Plus process, which probes the connectivity between corporate thinking around sustainability and the commercial business strategy that creates competitive advantage.

Do keep an eye out for the ranking of participants, which will be published in the Financial Times Responsible Business supplement on Monday 7th June, and please save the afternoon of Monday 5 July in your diaries to attend the National Awards Event & Showcase. This will feature a presentation on the findings from the 2009 CR Index and will be held at the Royal College of Music, a conveniently placed venue for that evening, which will celebrate 25 years of HRH The Prince of Wales's presidency of Business in the Community and the leadership he has given to responsible business in the UK, and BITC's Awards for Excellence 2010.

Looking forward, we seek to support and advise participating companies in maximising the value from the CR Index process and results. We also seek to capture the value of measuring - and influencing - your progress. For it is only through measuring our impact that we can learn how best to create positive change through doing good business.

With best wishes,



Toby Shillito
Director, Integration and Advisory Services
Business in the Community
April 2010



Executive Summary

Congratulations on completing the 2009 Corporate Responsibility (CR) Index, the UK's leading voluntary benchmark of Corporate Responsibility.

This feedback report, summarising your 2009 CR Index results, includes a comparison of your organisation's performance over time, against peers in your sector¹ and against all CR Index participants. Additional feedback is available from BITC's Integration and Advisory Services Team, the options for which are explained at the end of this report.

CR INDEX PERFORMANCE

	Score ³	Band
2009	90.8%	Gold

ENVIRONMENT INDEX PERFORMANCE²

	Score
2009	94.9%

PERFORMANCE IN PREVIOUS YEARS

2008	84.7%	Silver
2007	n/a	n/a
2006	n/a	n/a
2005	n/a	n/a
2004	n/a	n/a
2003	n/a	n/a
2002	n/a	n/a

INDUSTRY SECTOR INFORMATION

Your Sector: Government	Benchmarking Sector⁴: Accountants & Consultants
Benchmarking comparators: Capgemini UK plc*, Eversheds LLP, Met Office, Tata Consultancy Services Ltd.	
* Company reporting on UK operations only	

¹ For some CR Index questions/industry sectors there were insufficient participants for benchmarking. Minimum of 4 companies are required.

² The Environment Index score is a combination of your Corporate Strategy, Integration, Environment Management, Environmental Impact and Assurance and Disclosure scores.

³ CR Index Performance Band Thresholds: **Platinum (≥ 94.76%); Gold (≥ 89.76%); Silver (≥79.76%); Bronze (≥70%)**

⁴ Where there are insufficient industry sector participants, your company may be assigned to a wider "Benchmarking" sector.

PERFORMANCE BY CR INDEX SECTION

This chart summarises your company's performance across each section of the CR Index Survey. If the CR Index was completed in 2008, this chart will also provide a year-on-year performance comparison.

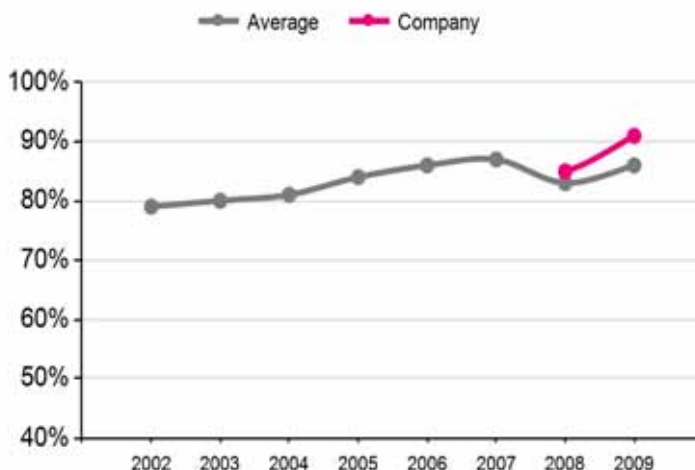


- Environmental Impacts:
- 2008 - Climate Change, Waste & Resource Management, Water Conservation
 - 2009 - Climate Change, Waste & Resource Management, Water Conservation
- Social Impacts:
- 2008 - Employee Health, Safety & Well-Being, Employee Development, Equality, Diversity and Inclusion in the Workplace
 - 2009 - Employee Health, Safety & Well-Being, Employee Development, Equality, Diversity and Inclusion in the Workplace

YEAR-ON-YEAR PERFORMANCE AGAINST CR INDEX AVERAGE

The CR Index was first launched in 2002, following extensive stakeholder consultation. In the eight years since, the Index has gone from strength to strength with its question sets amended to reflect an evolving CR agenda, recognised best practice and stakeholder feedback.

This chart plots your company's year-on-year CR Index performance against the average annual CR Index score for all participants since 2002.

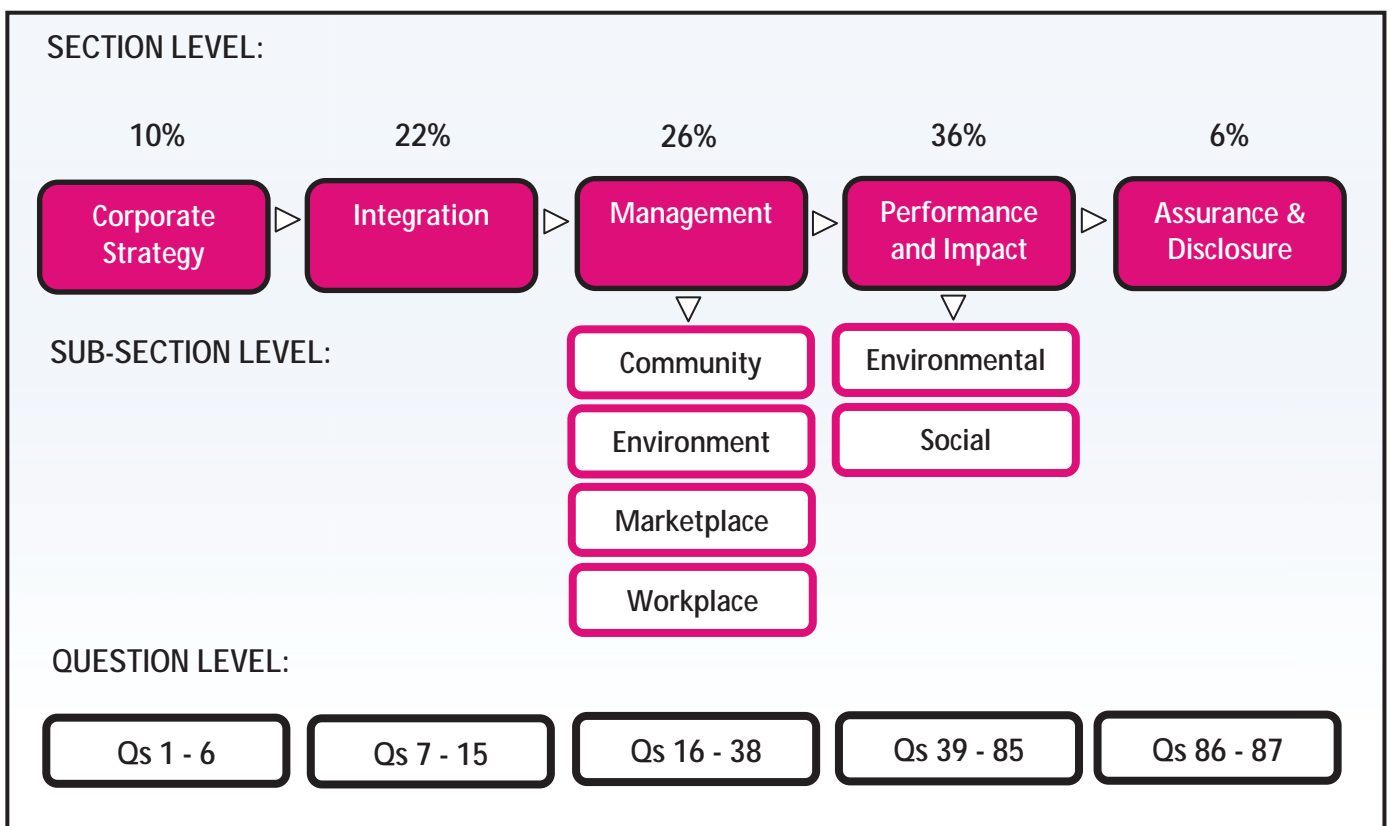


CR Index Model

The CR Index is a voluntary, business-led benchmark of responsible business practice. It was developed as a management tool to support companies in improving their social and environmental performance, whilst providing a systematic approach to managing, measuring and reporting the various impacts that companies have on society and the environment.

The CR Index is based on a framework that Business in the Community developed in 2002 together with businesses, through a series of consultations and workshops involving over 80 companies and through engagement with a number of additional key stakeholders. Every year feedback from CR Index participants and other stakeholders is used to improve the questionnaire, ensuring it remains relevant and challenging, while still allowing for year-on-year comparison.

The questionnaire is divided into five sections, which are individually weighted (see diagram below). The questionnaire covers **four key management areas** (Community, Environment, Marketplace and Workplace) and asks companies to report on **six key impact areas** (3 environmental and 3 social). Within each section, the various Index questions are generally equally weighted.

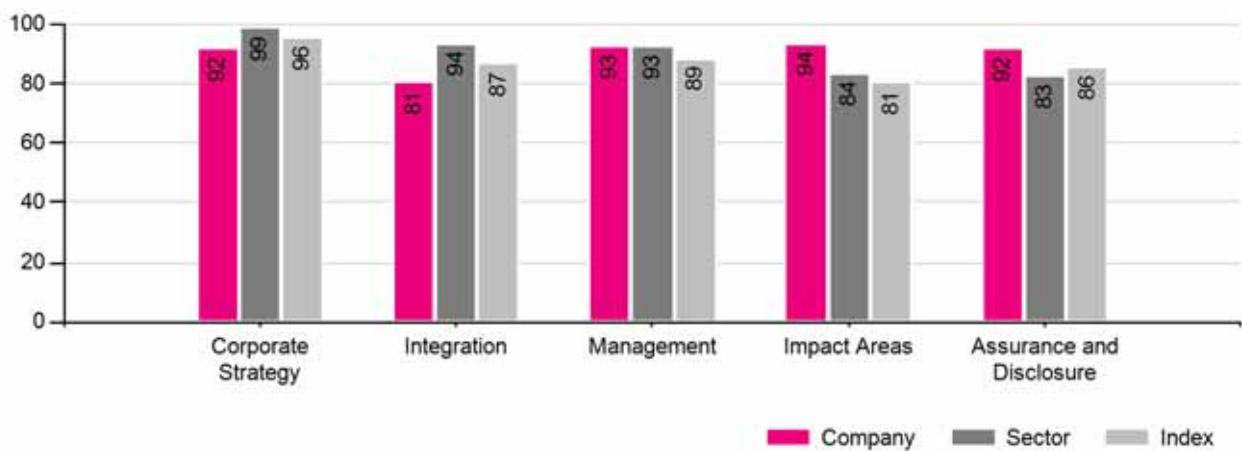


Section Level Summary

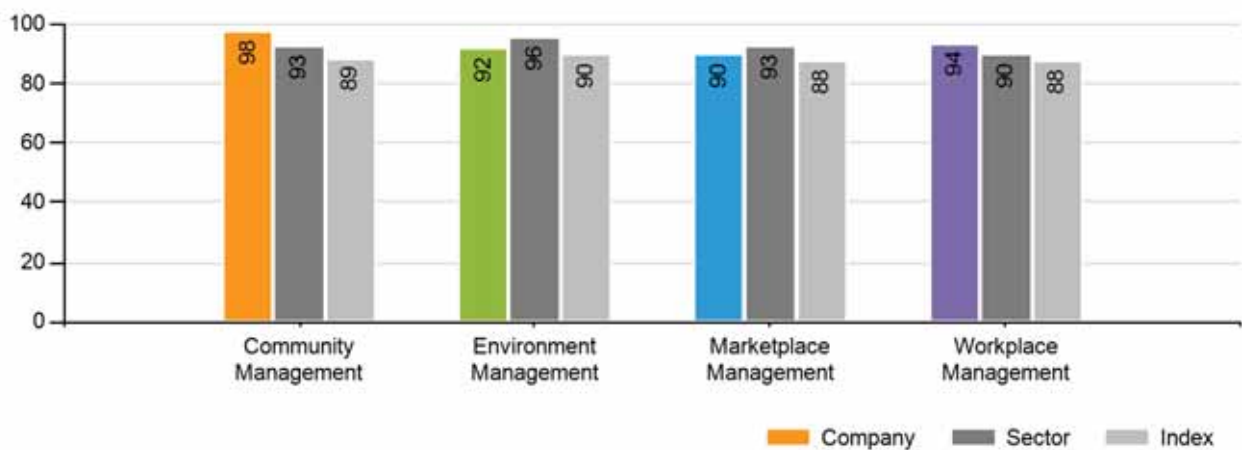
STRATEGY, INTEGRATION, MANAGEMENT PRACTICES AND ASSURANCE

The following graphs provide a summary of your performance in each of the main components of the CR Index. Each graph provides three data sets. This first is your company's score; the second is the average score across your benchmarking sector; and the third is the average score for all CR Index participants.

Your company's performance within each section of the CR Index is examined in more detail in the pages that follow. Please refer to your CR Index survey submission for further information about individual questions and an interpretation of your company's score.



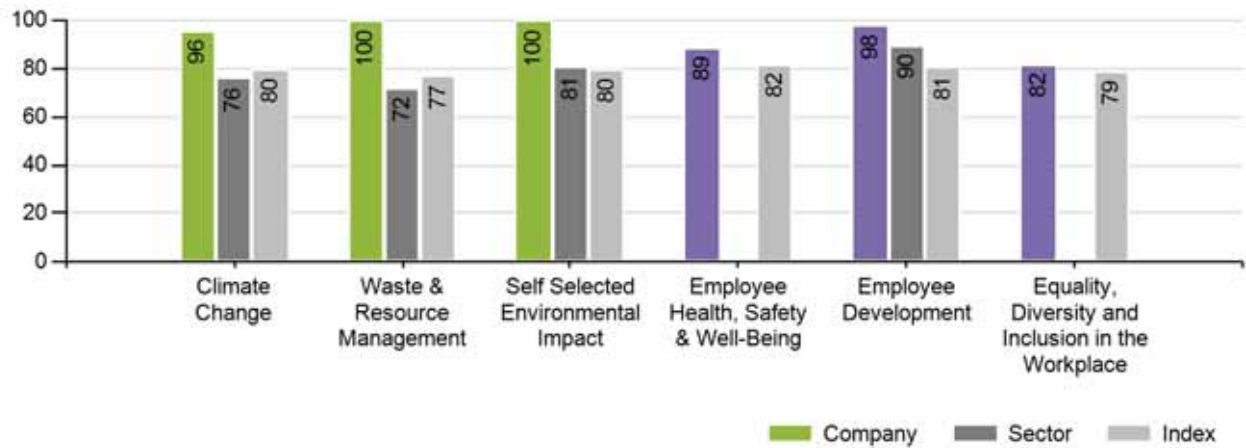
MANAGEMENT AREAS



ENVIRONMENTAL AND SOCIAL IMPACT AREAS

Each company completes six impact areas – three environmental and three social.

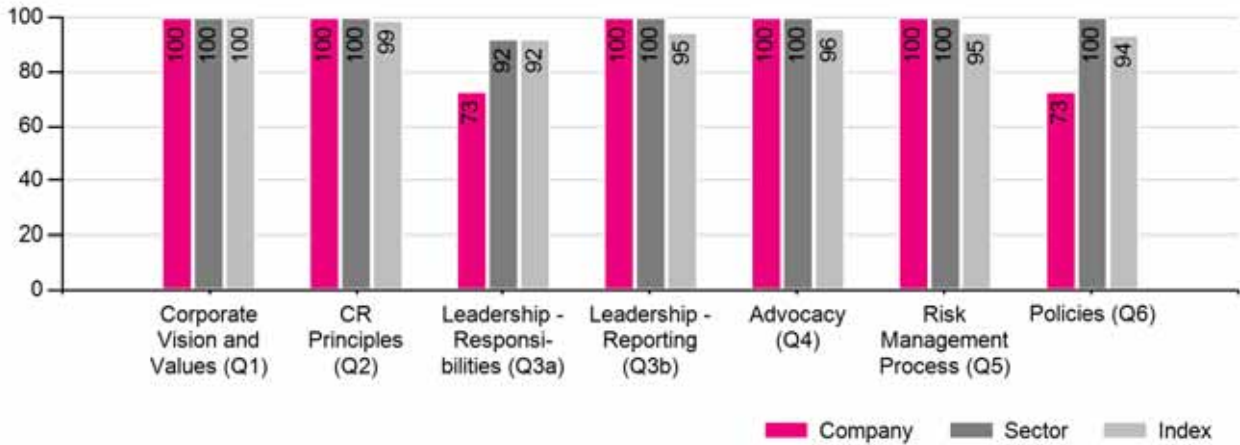
The environmental impact areas include two core or mandatory impacts, Climate Change and Waste & Resource Management, plus one self-selected area of material significance to the business. For their social impact areas companies are able to choose between Health, Safety & Wellbeing, Employee Development, Equality, Diversity and Inclusion in the Workplace, Community Investment or another self-selected impact area. Your company reported on the following social and environmental impacts:



Performance by Section

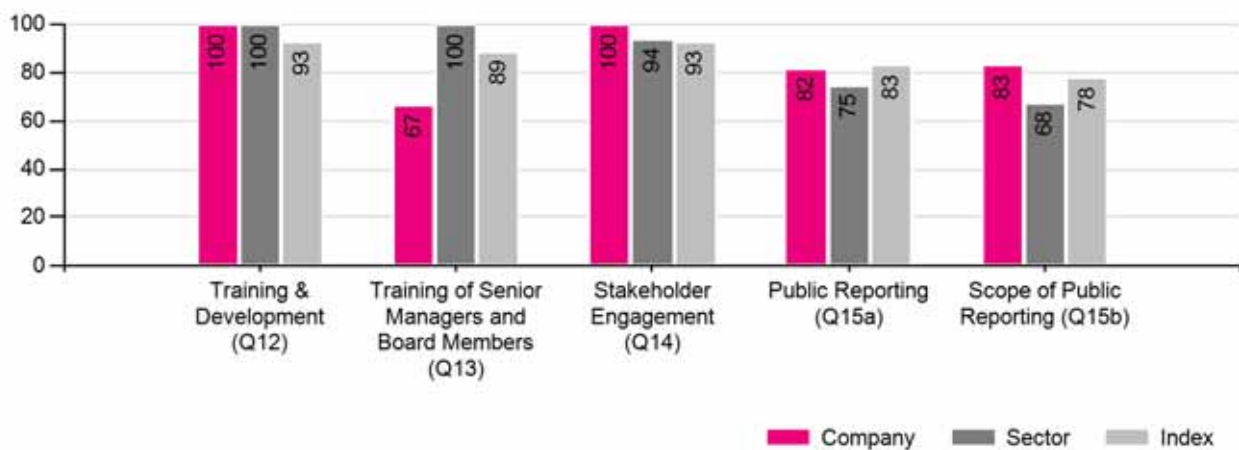
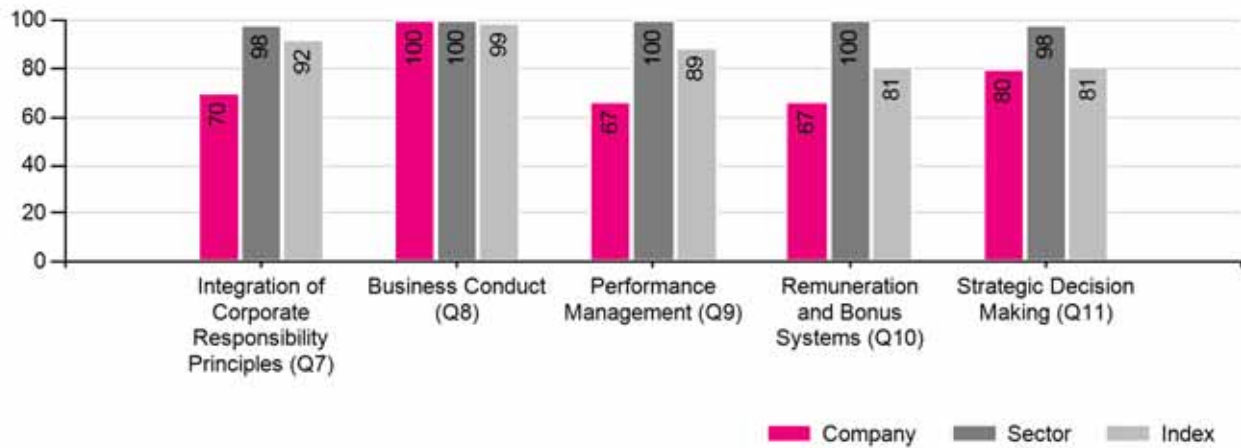
SECTION 1: Corporate Strategy

This section rewards companies for placing CR values at the core of their business strategy. It asks whether there is a system to identify key social and environmental risks and opportunities, and whether these are addressed by principles and policies. Companies must be able to demonstrate leadership and commitment at the highest level, internal reporting to the board, and public advocacy of responsible business practice.



SECTION 2: Integration

It is not enough simply to have a strategy; it needs to be implemented throughout a business. This requires internal communication and training employees so they understand the key CR issues for the company, building CR related performance criteria into appraisal and remuneration systems, undertaking stakeholder engagement and ensuring it contributes to CR strategy, demonstrating social and environmental issues are incorporated into strategic decision making, and transparency through external reporting on CR management practices and impacts.

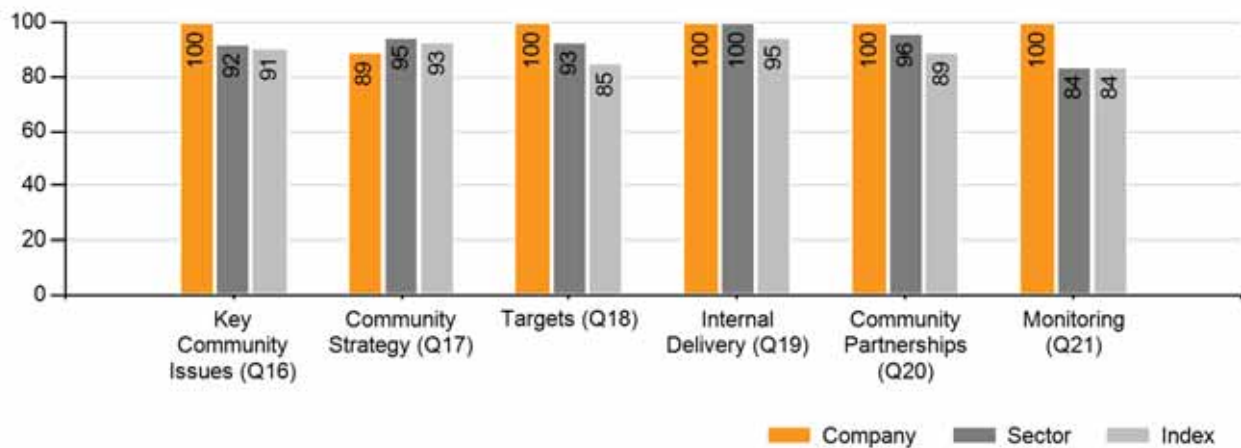


SECTION 3: Management Practices

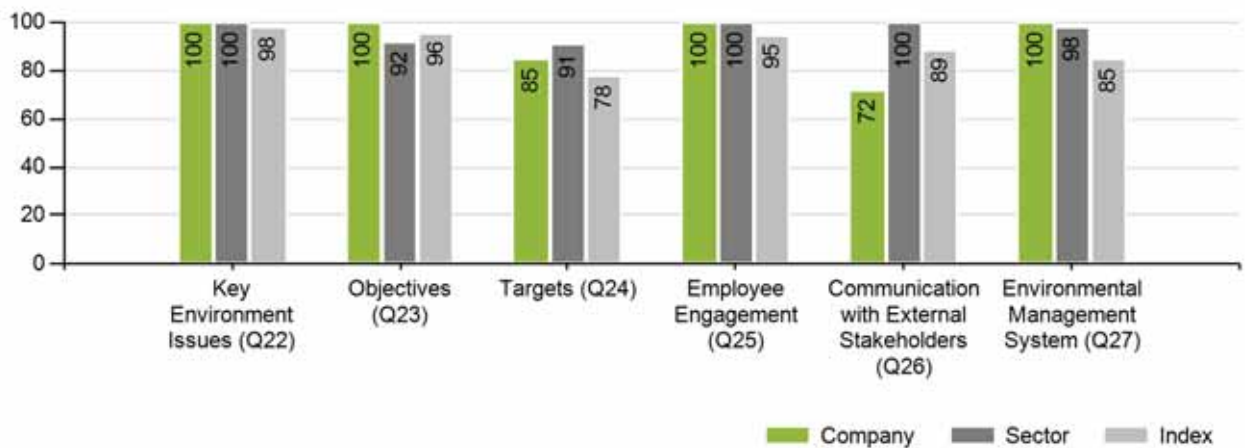
Section 3 assesses whether a company has developed management practices to address materially significant CR issues across four areas: Community, Environment, Marketplace and Workplace. Leading companies are able to demonstrate:

- = policies that ensure responsible behaviours across the business
- = objectives and targets that drive continuous improvement
- = clear responsibilities defined at all levels
- = effective communication systems to share knowledge and the latest information
- = training provided to relevant staff to ensure competency and delivery of objectives
- = a process for stakeholder consultation and engagement across all key areas
- = monitoring systems to measure, assess and report on progress
- = key issues, targets and performance reported publicly

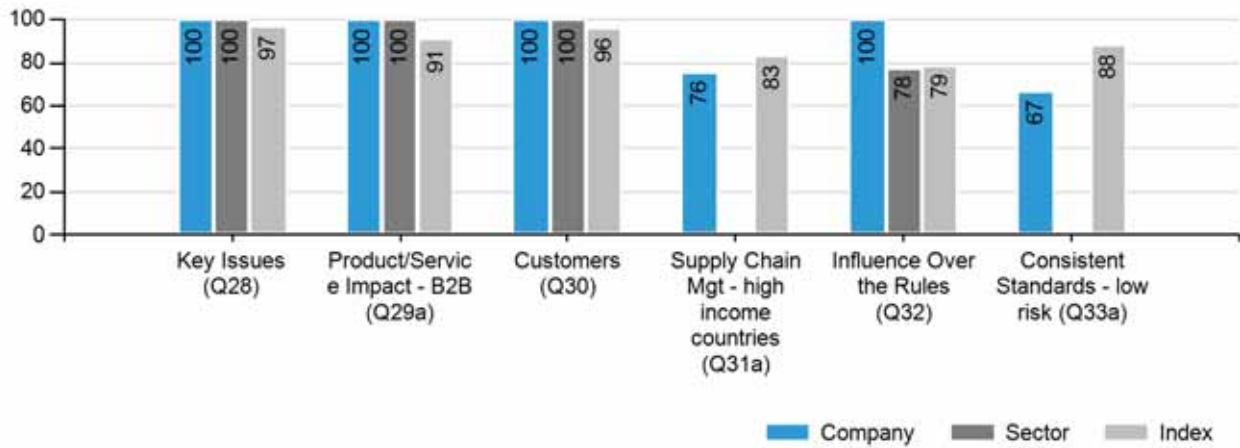
Community Management



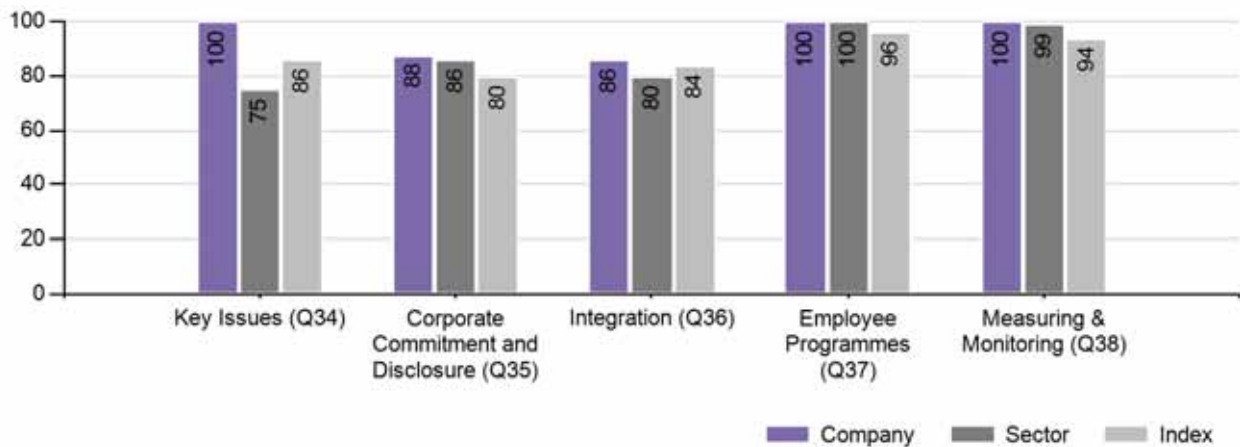
Environment Management



Marketplace Management



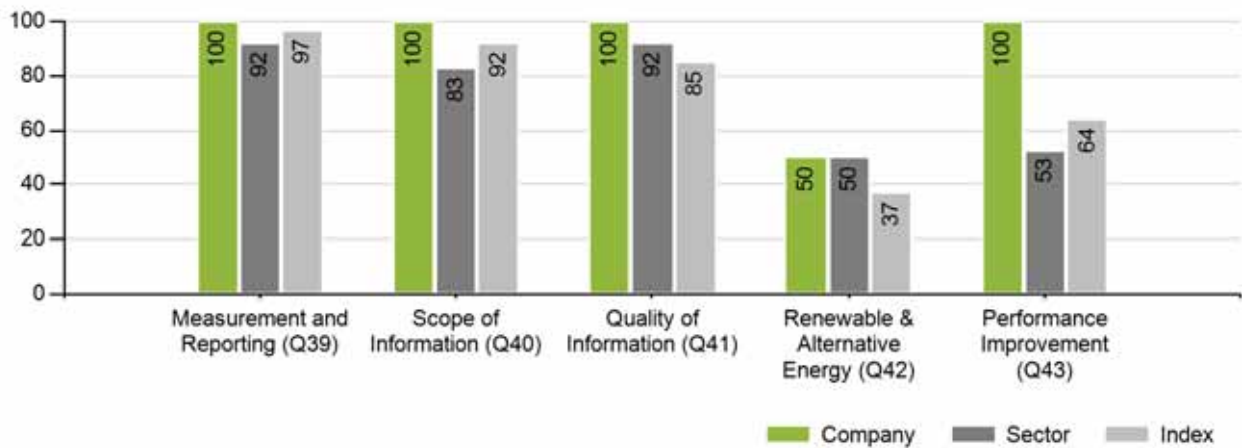
Workplace Management



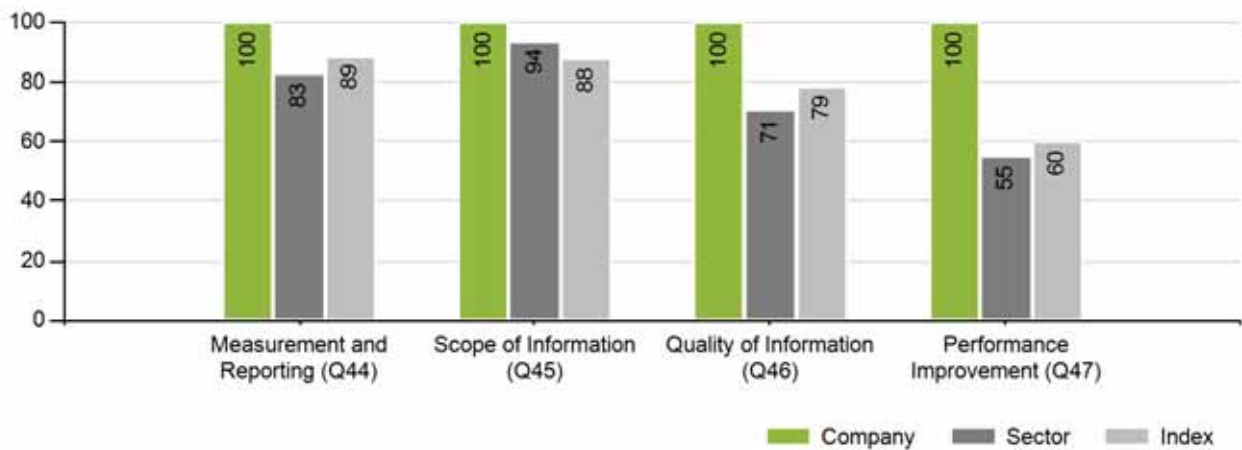
SECTION 4: Environmental Impact Areas

The following graphs provide your results and benchmarking information covering the three environmental impact areas completed by your company. Each area examines the organisational commitment to managing the issue, the programmes in place to drive improvements and organisational performance over time, rewarding those companies that can demonstrate continuous improvement.

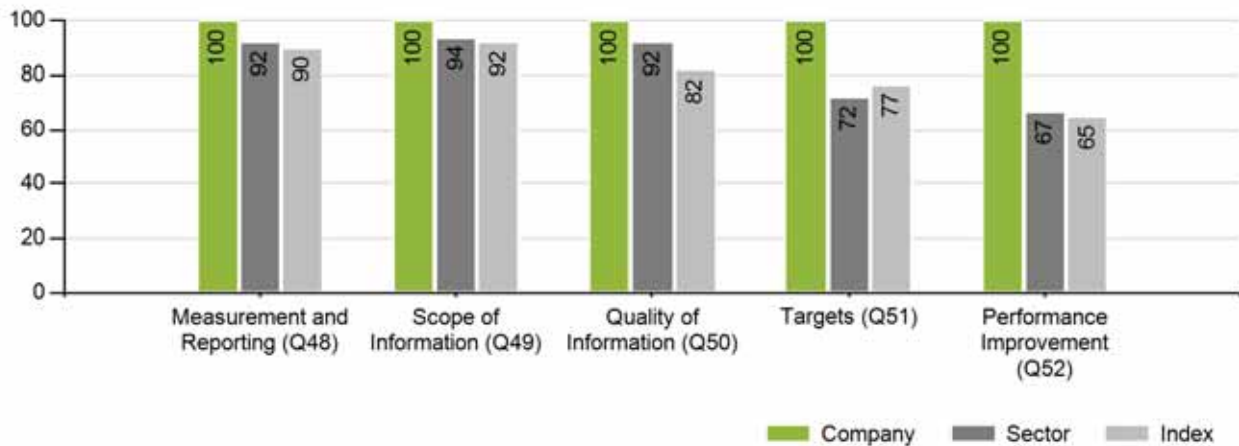
Climate Change



Waste & Resource Management



Water Conservation

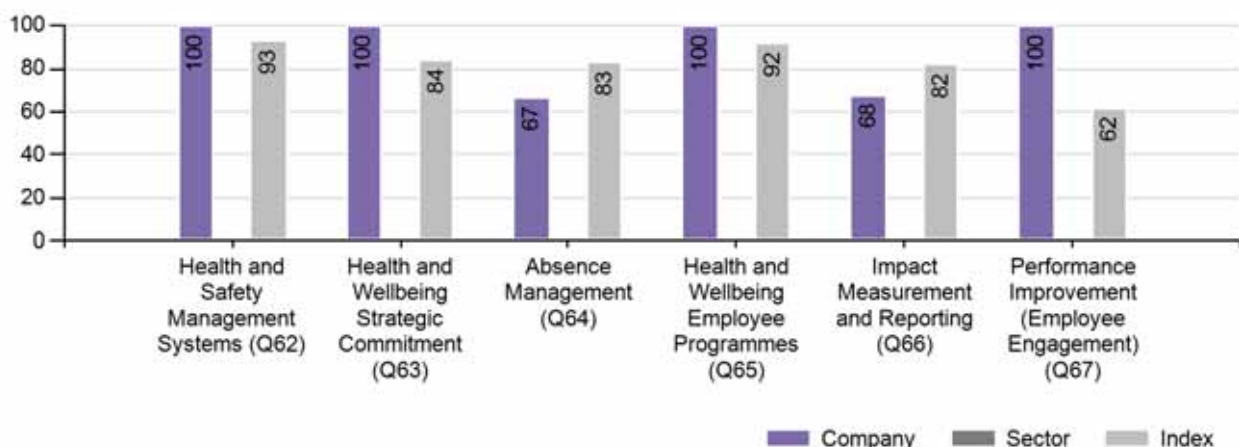


SECTION 4: Social Impact Areas

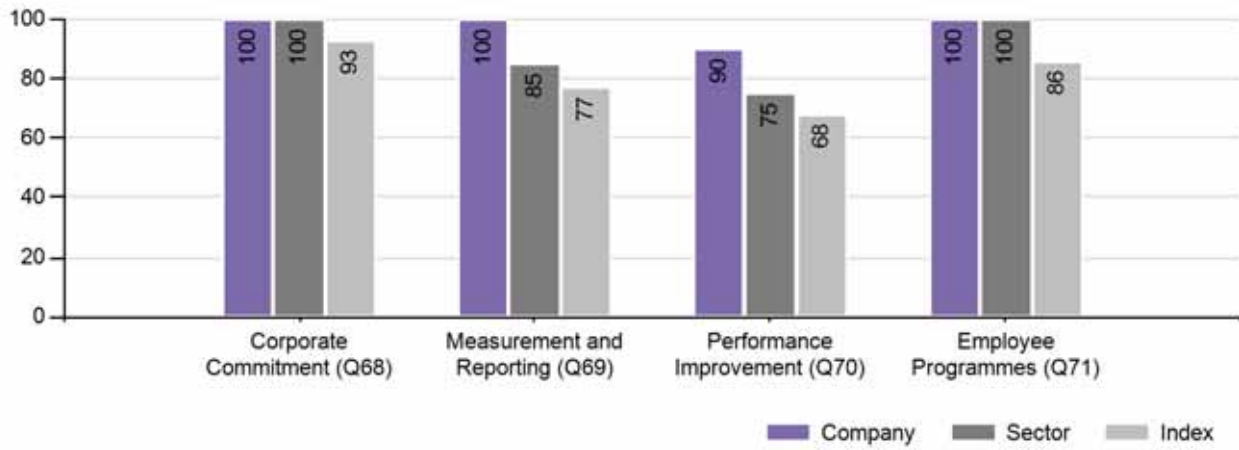
The following graphs provide your results and benchmarking information covering the three social impact areas completed by your company. Each area examines the organisational commitment to managing the issue, the programmes in place to drive improvements and organisational performance over time, rewarding those companies that can demonstrate continuous improvement.

Please note: If your company completed a self-selected social impact, the benchmarking graphs will provide a comparison against other companies that completed the same question set, irrespective of the issue chosen.

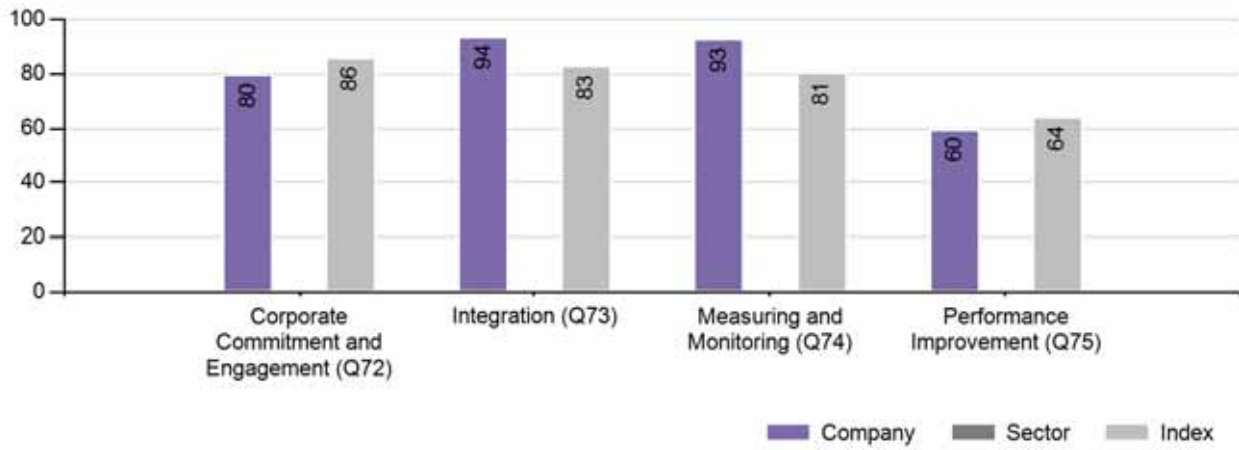
Employee Health, Safety & Well-Being



Employee Development



Equality, Diversity and Inclusion in the Workplace



Integration and Advice Team

OUR VISION

Business in the Community's Integration and Advice team aims to help member companies develop and embed a successful responsible business strategy.

OUR SERVICES

CR Academy:

The CR Academy provides training, support and advice to anyone tasked with integrating CR within their company's operations.

BITC training courses include:

- Introduction to CR
- Driving Change for CR
- Stakeholder Engagement
- Supply Chain Management

The signposting Service is a 'One-Stop-Shop' listing BITC courses and those of other relevant organisations. In response to strong demand from its members, BITC is developing a competency map for CR practitioners as a self-assessment tool to identify training needs.

Advisory Services

We offer a range a bespoke advice to support companies at various stages of their CR journey.

Work to date has included:

- Assisting companies to develop their CR strategy
- Aligning organisational CR strategy with business objectives
- Offering critical friend feedback on CR reports
- Facilitating stakeholder engagement and mapping.
- Advising on Pre-qualification questionnaire question sets
- Providing customised training.

Private Benchmarking provides the same gap analysis as the CR Index for companies that are not ready or not eligible to participate publicly.

INTEGRATION & ADVICE TEAM

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Business in the Community mobilises business for good.

We inspire, engage, support and challenge companies to continually improve their impact on society. We work through four impact areas: Marketplace, Workplace, Environment and Community. With more than 850 companies in membership, we represent 1 in 5 of the UK private sector workforce and convene a network of global partners. We're committed to help members integrate responsible business, share experience and take collaborative action. Why? It's just good business.

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