

**BUSINESS
IN THE
COMMUNITY**

2013 CR Index

Teachers Mutual Bank

Responsible
business
starts at
www.bitc.org.uk

Foreword

Welcome to your 2013 scores report and congratulations on completing the CR Index this year.

Business in the Community is delighted to celebrate the 11th annual CR Index survey and company ranking. Since launching in 2002, the Index has become one of the UK's leading voluntary benchmarks for responsible business. It has matured both as a management tool, helping companies manage and measure social and environmental performance, and a public ranking communicating and comparing business achievement.

Your performance, along with all the other participating companies, will be ranked and published online in the Financial Times on 16 April 2013. The results publication will coincide with our Responsible Business Week, which provides a unique platform for the communication and celebration of companies' achievements in the CR Index. Please join us on the 16th April, where we will present this year's results, highlight emerging, examples of best practice and where you will hear from a range of companies who are leaders in their respective categories.

Looking forward, we seek to raise the bar and continuously improve the service we provide to businesses, supporting them in integrating responsible business practices.

With best wishes,

Blanca Palos

Senior CR Index Manager

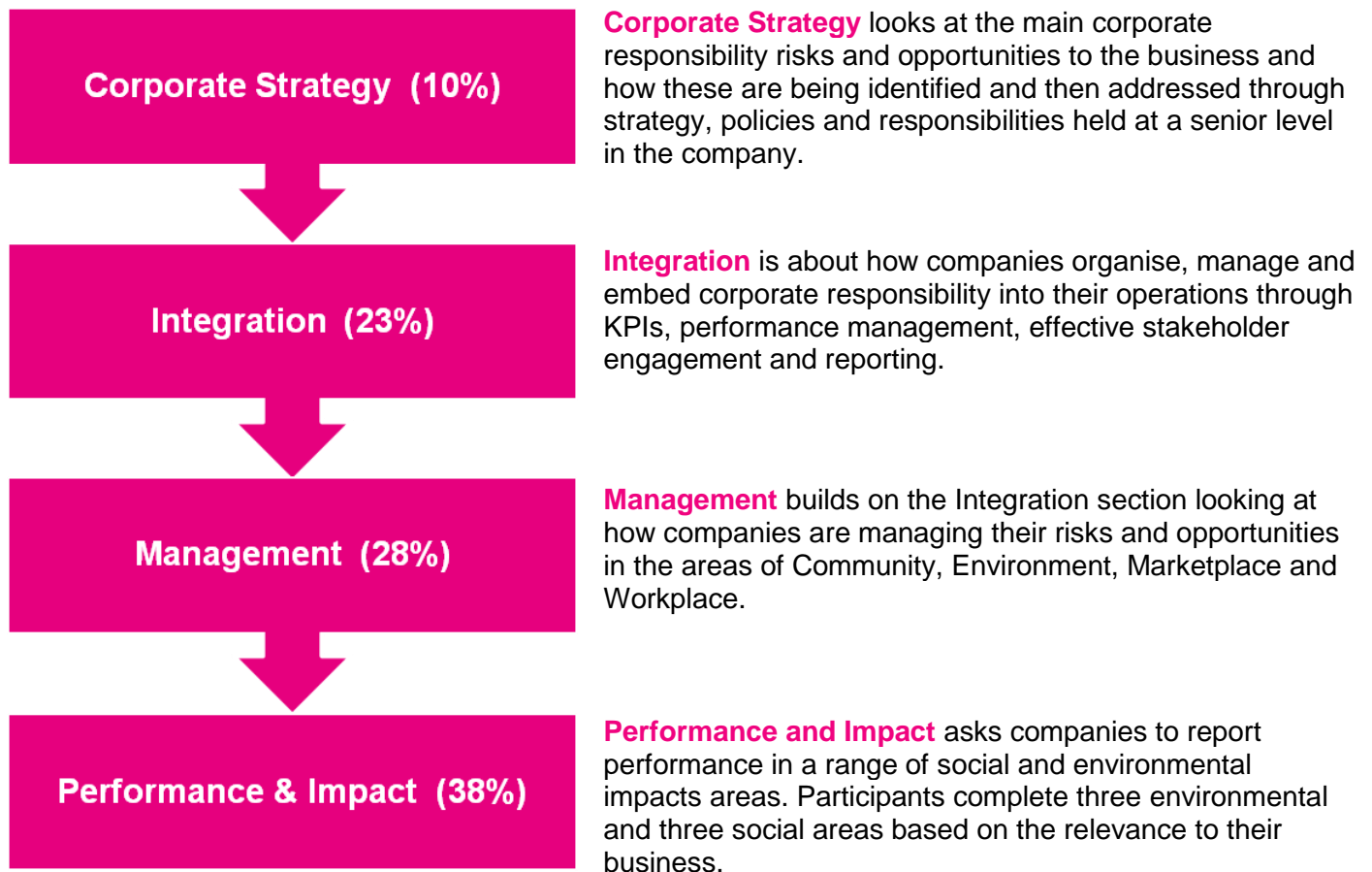
Our approach

The CR Index takes the form of an online survey designed to provide large organisations with a simple framework to integrate responsible business practices.

Companies follow a self-assessment process intended to help them identify both the strengths in their management and performance and gaps, where future progress can be made. All submissions must be signed off at main board level to ensure director-level commitment to the veracity of the responses to the survey. The team at Business in the Community reviews submissions to ensure consistency and reliability, both between and within company submissions.

The CR Index Framework:

The CR Index follows a systematic approach to managing, measuring and reporting on business responsible business practices.



A company's overall score indicates the extent to which your organisation has integrated the management of the CR agenda into core business processes. Scores are then grouped into performance bands (Platinum, Gold, Silver and Bronze¹), which make up the public CR Index annual ranking. This is published on our website and with our media partners. Please note that the overall score does not take into account Stretch Questions which are assessed through a different process.

¹ CR Index Performance Band Thresholds: **Platinum** (≥ 95%); **Gold** (≥ 90%); **Silver** (≥80%); **Bronze** (≥70%)

Executive Summary

CR INDEX PERFORMANCE

	Score	Band
2013	90%	Gold

PREVIOUS PERFORMANCE

2012	78.99	Bronze
2011	Not Participated	Not Participated
2009	Not Participated	Not Participated

ENVIRONMENT INDEX PERFORMANCE ³

2013	85%
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INDUSTRY SECTOR INFORMATION

Your Sector:

Financial Services

Benchmarking Sector²:

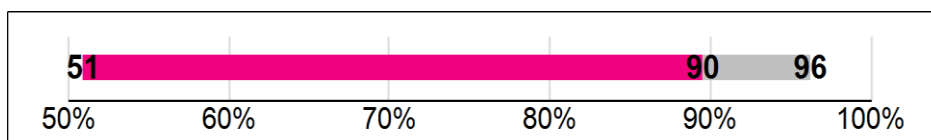
Financial Services

Benchmarking comparators:

NHBC, Royal London Mutual Insurance Society Limited, State Street Corporation, Zurich

SECTOR PERFORMANCE

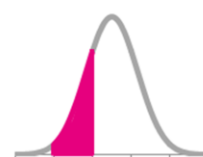
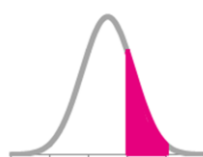
This chart provides the range of overall CR Index scores within your benchmarking sector. It also plots your company's overall score in order to provide a top-line performance benchmark.



The diagram below shows how your score sits within the distribution of scores for your benchmarking sector and the overall Index.

2nd quintile vs. Sector

4th quintile vs. all participants



² Minimum of 4 companies are required. Where there are insufficient industry sector participants, your company may be assigned to a wider "Benchmarking" sector.

³ The Environment Index score is a combination of your Corporate Strategy, Integration, Environment Management, Environmental Impact and Assurance scores.

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 2012, this chart will also provide a year-on-year performance comparison.



Environmental Impacts:	2012	Climate Change, Waste Management, Indirect impact
	2013	Climate Change, Waste Management, Indirect impact
Social Impacts:	2012	Corporate Wellness and Engagement, Employee Development, Community Investment - Benefits and Impact
	2013	Employee Wellness and Engagement, Employee Development, Community Investment - Benefits and Impact

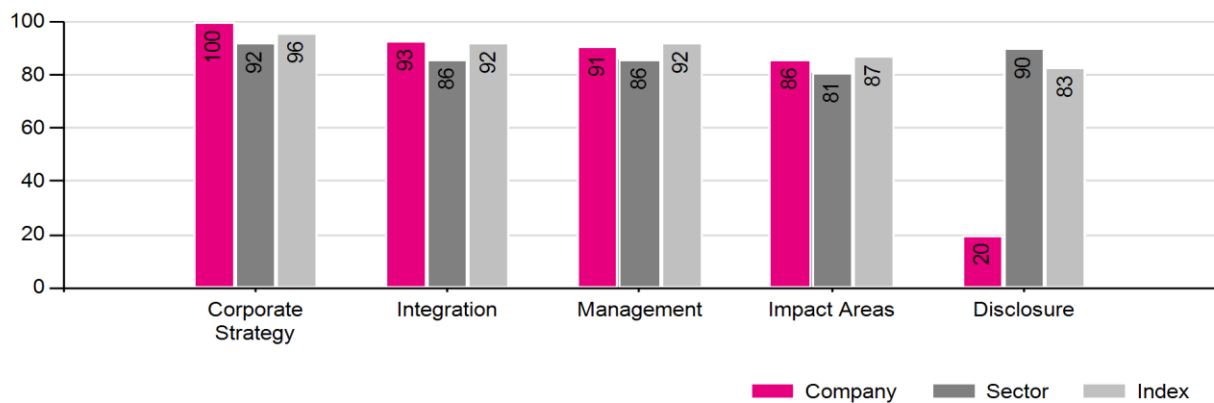
Section Level Summary

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.

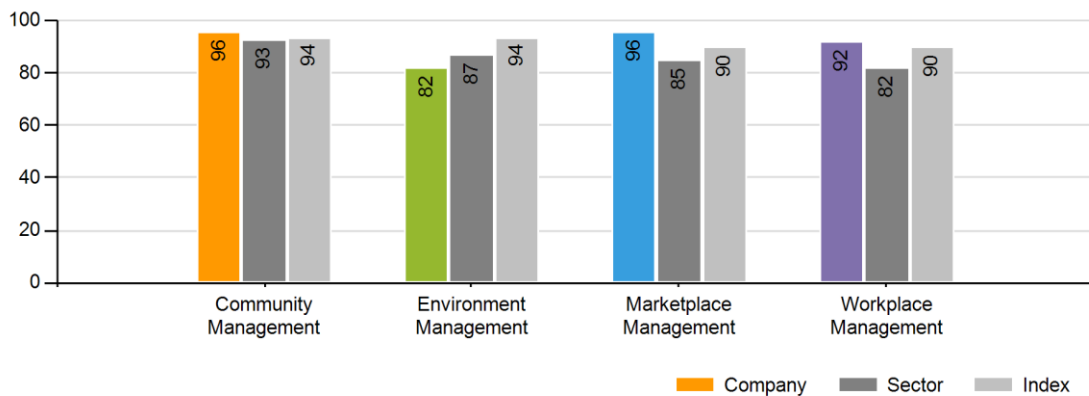
STRATEGY, INTEGRATION, MANAGEMENT PRACTICES AND ASSURANCE

This first graph compares your overall score by section in the CR Index against your peers and the overall index participants.



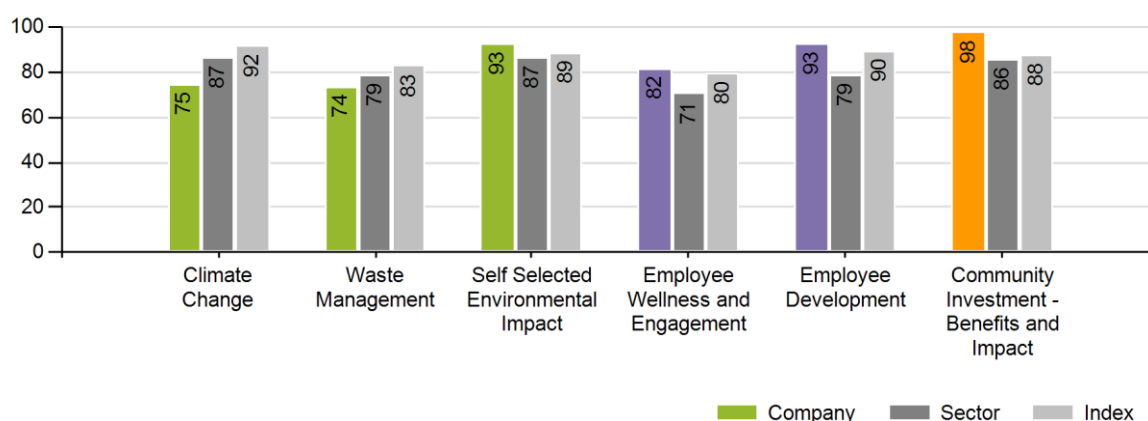
MANAGEMENT AREAS

This graph compares your performance in the management section of the CR Index. This section looks to evaluate if your company has set objectives and targets for each management area, as well as the designation of responsibilities and monitoring and disclosure of all management processes.



ENVIRONMENTAL AND SOCIAL IMPACT AREAS

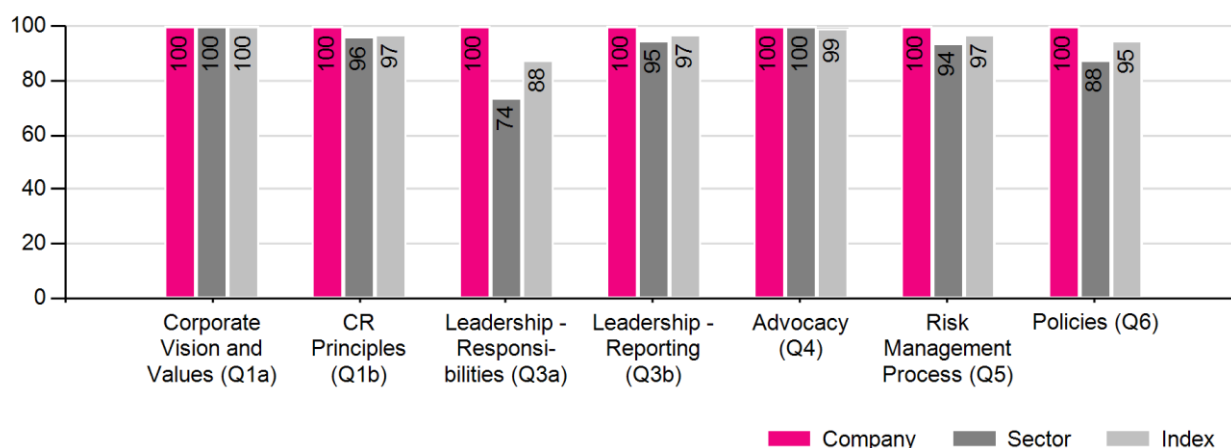
The environmental impact areas include two core or mandatory impacts, Climate Change and Waste Management, plus one self-selected area of material significance to the business. For their social impact areas companies are able to choose between Corporate Wellness and Engagement, Employee Development,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



Performance by Section

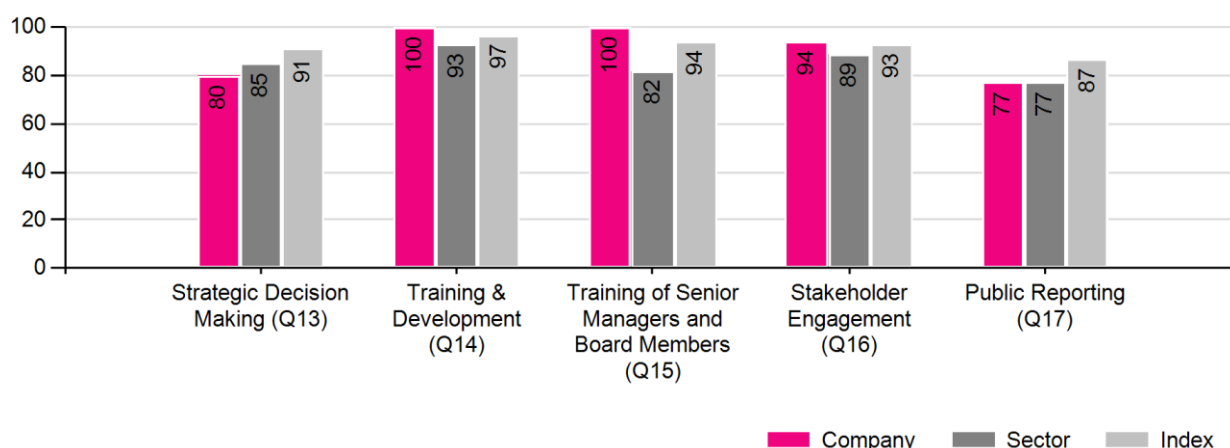
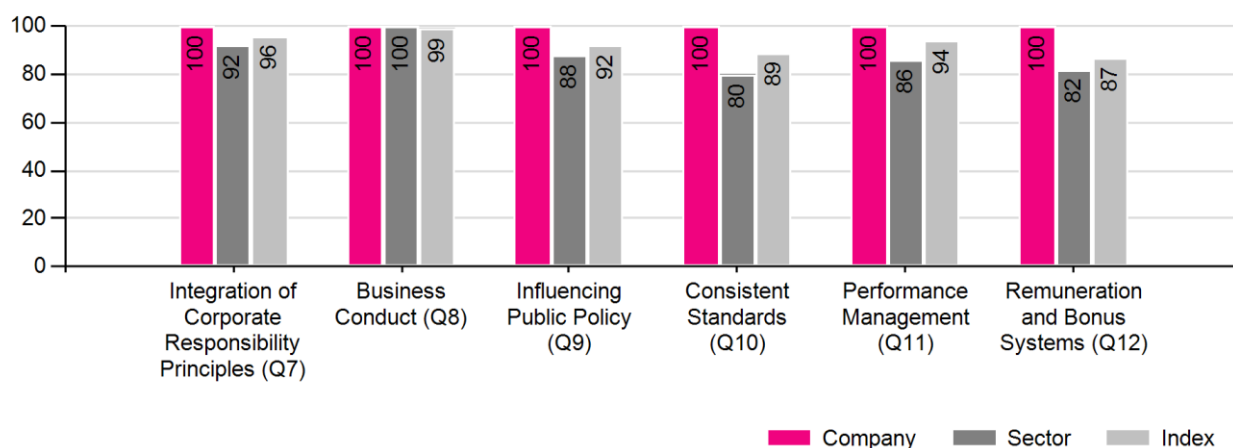
SECTION 1: Corporate Strategy

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 and embedded throughout the 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.

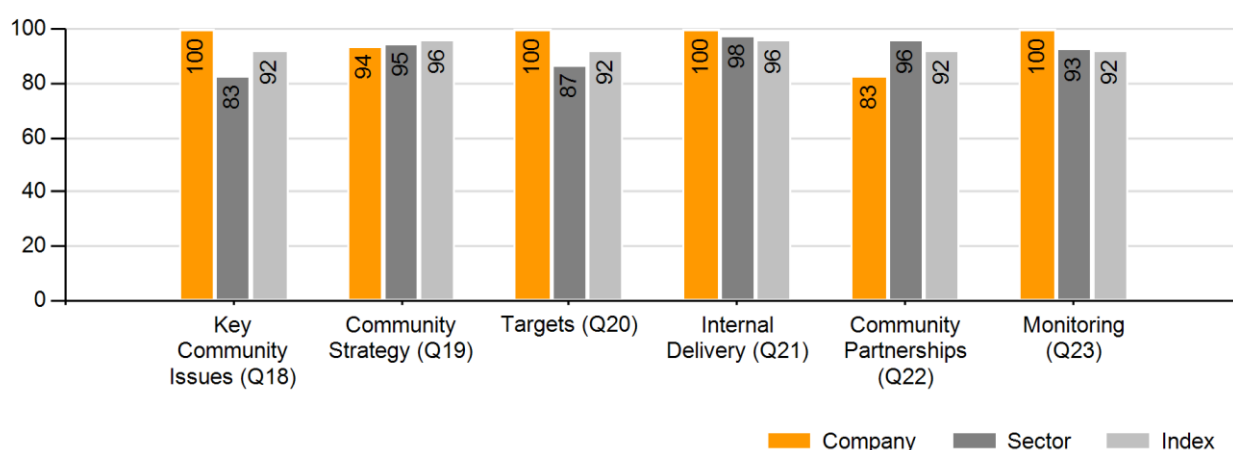


SECTION 3: Management Practices

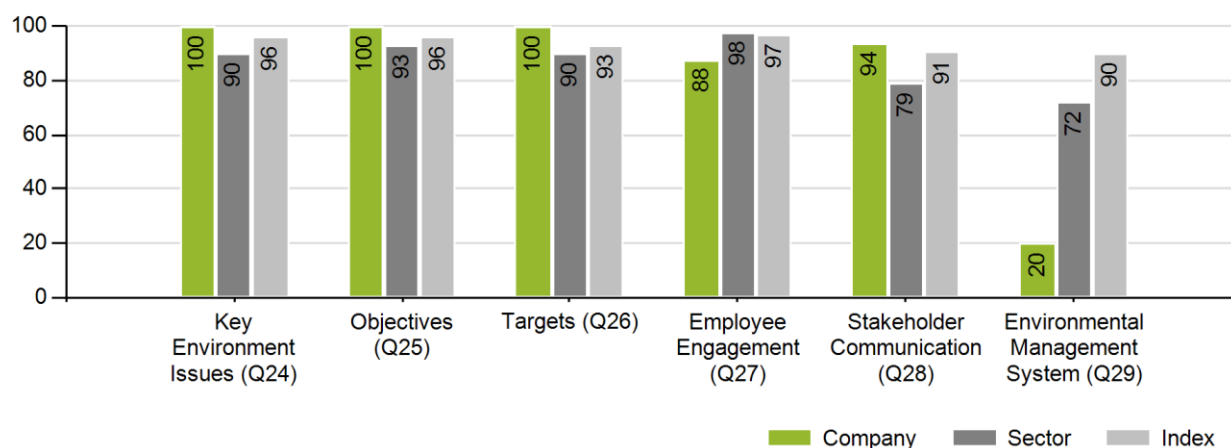
Section 3 assesses whether a company has developed management practices to address materially significant CR issues across four areas: Community, Environment, Marketplace and Workplace. Leading companies are able to demonstrate:

- = 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

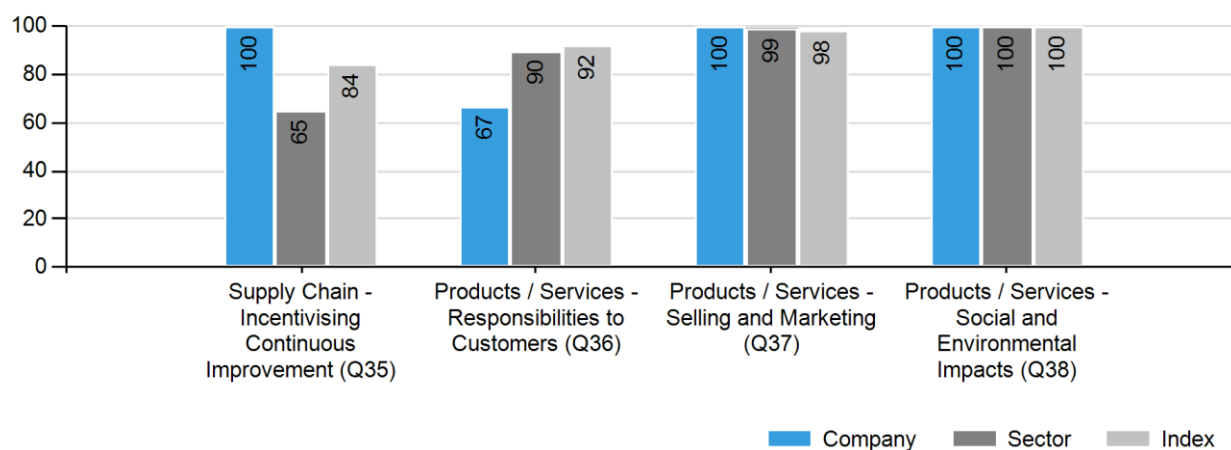
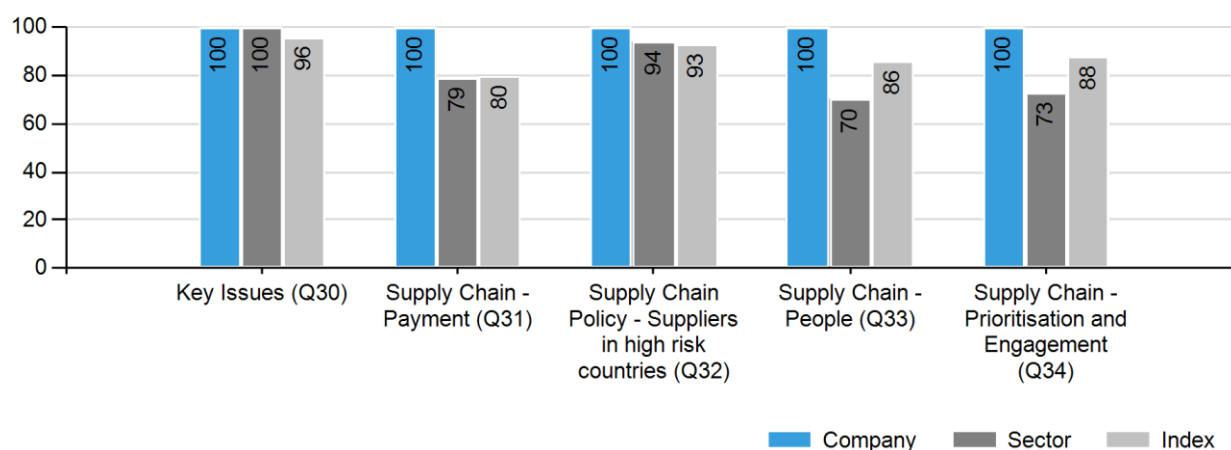
Community Management



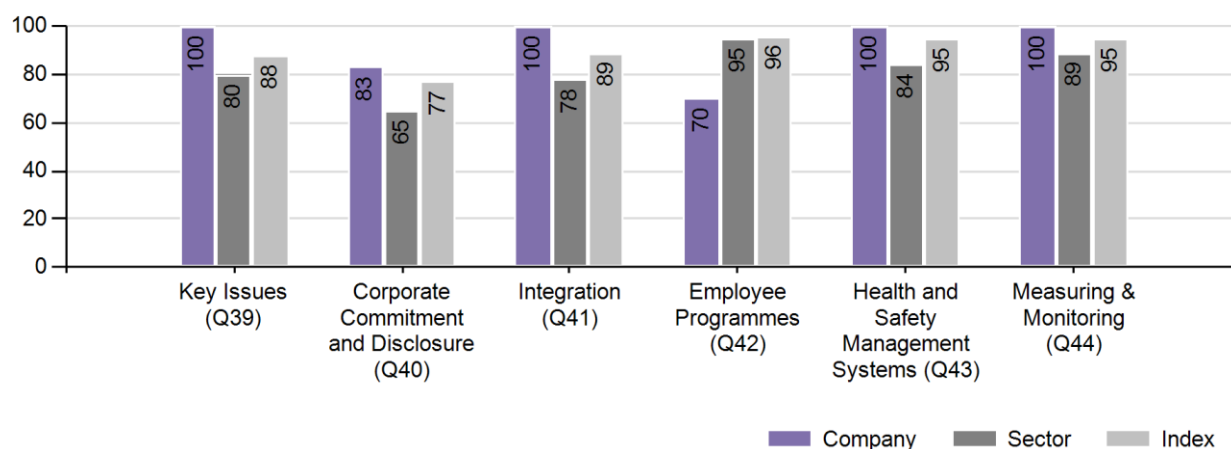
Environment Management



Marketplace Management



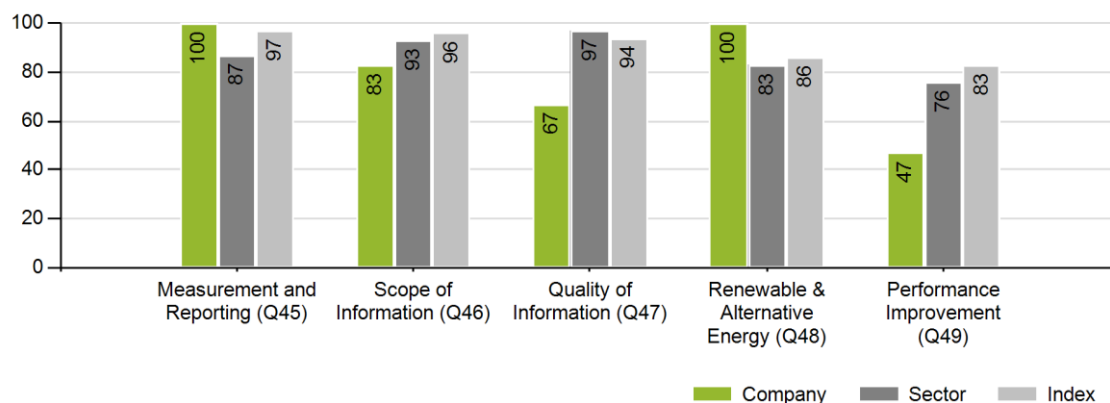
Workplace Management



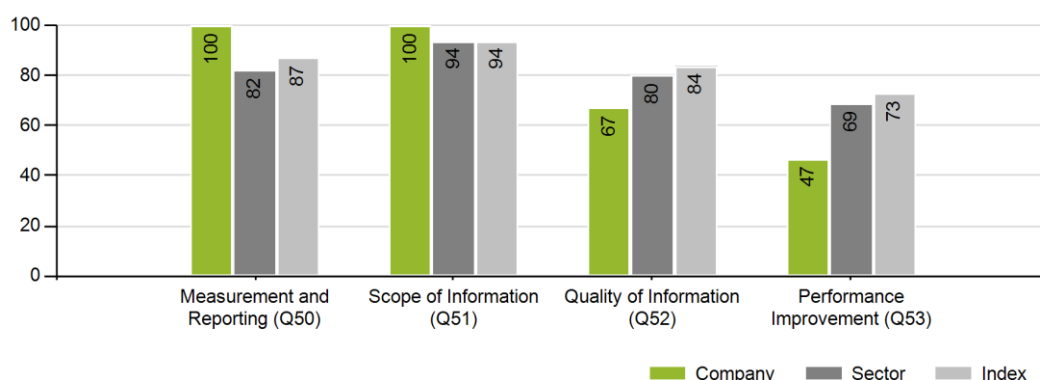
SECTION 4: Environmental Impact Areas

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.

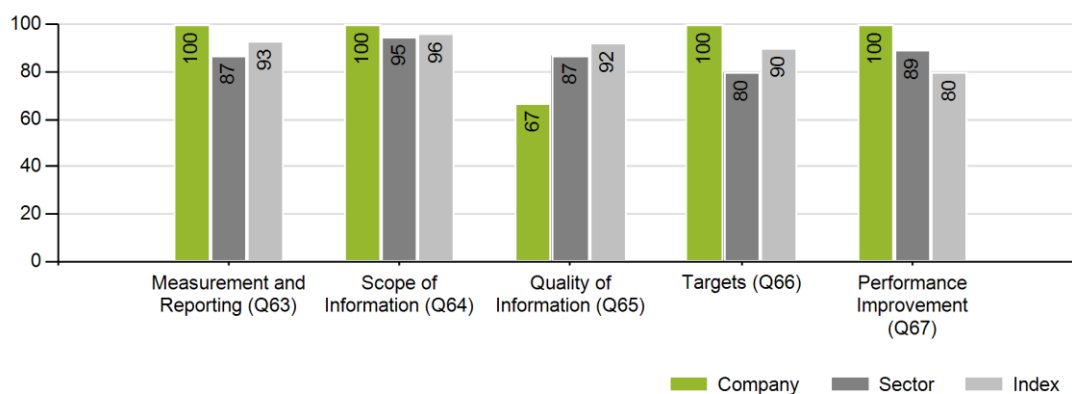
Climate Change



Waste Management



Indirect impact

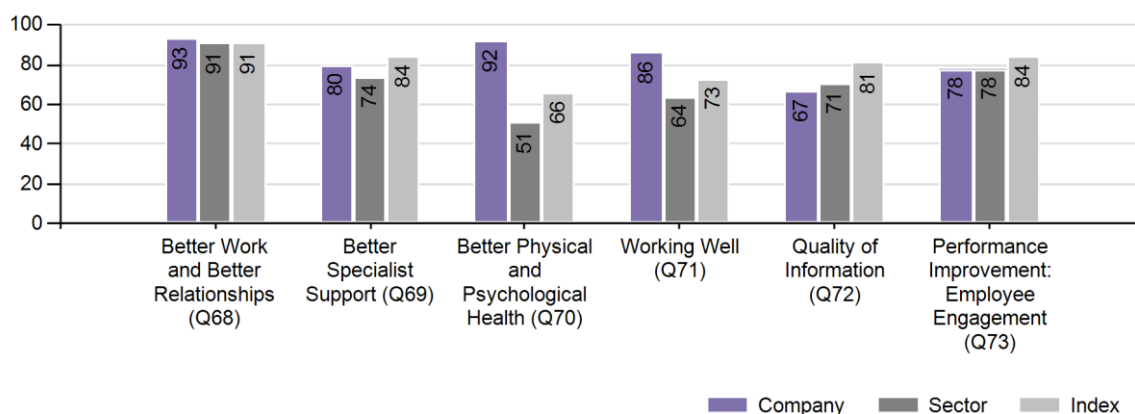


SECTION 4: Social Impact Areas

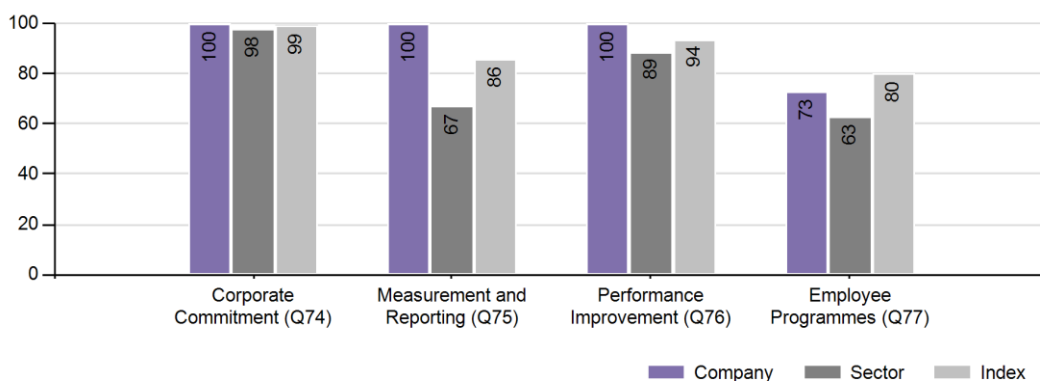
The following graphs provide your results and benchmarking information covering the three social impact areas completed by your company. Each area examines the organisational commitment to managing the issue, the programmes in place to drive improvements and organisational performance over time.

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.

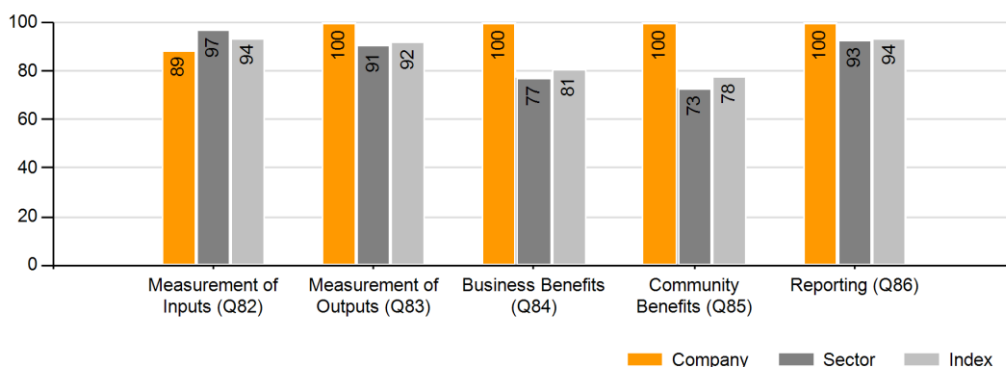
Employee Wellness and Engagement



Employee Development



Community Investment - Benefits and Impact



Additional Feedback and Support

As a management tool, the CR Index focuses on helping companies integrate responsible business practices. It also aims to drive continuous improvement in the management of material social and environmental issues.

Following previous years' success of BITC's additional feedback offer, we continue to support and encourage participants to better understand their CR Index results, performance and plan improvement actions.

Performance Analysis Presentation - £3,000 +VAT (BITC Members) / £5,000+VAT (Non-BITC Members)

This option aims to provide companies with a better understanding of their performance in the CR Index and highlight next steps for improvement by:

- Summarising key findings and areas of strength
- Presenting a detailed gap analysis of the company's performance
- Modelling the company's opportunities for improvement against potential score implications, including limited examples of best practice from peers and Index participants

This feedback option takes the form of a PowerPoint presentation, which is discussed during a meeting with the company's CR Practitioner and the team involved in completing the CR Index.

Management Report - £6,000 +VAT (BITC Members) / £10,300 +VAT (Non-BITC Members)

This option takes the form of a narrative report, which delves into more detail than a Performance Analysis Presentation, aiming to better interpret the company's CR Index results and what they mean for the company by:

- Summarising key findings and areas of strength
- Presenting a detailed gap analysis of the company's performance
- Providing tailored recommendations, including examples of best practice from peers and Index participants
- Prioritising areas for improvement and action

BITC will present the findings of this report at a meeting with the company's CR Practitioner and the team involved in completing the CR Index.

Bespoke Support

Based on the CR Index results we can offer bespoke advice which will help you progress on your responsible business journey. Focusing on the company's individual needs, we will provide specialist support and practical recommendations to further embed responsible business practices.

Recent examples of advisory projects include:

- Aligning business strategy with sustainability risks and opportunities
- Developing an action plan to address specific issues identified through the CR Index
- CR report review and materiality assessment
- Stakeholder mapping and engagement
- Bespoke benchmarking of global regions or subsidiaries for improved governance

All advisory projects are scoped and priced individually.

To request additional feedback contact:

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To discuss bespoke support options contact:

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