

**BUSINESS  
IN THE  
COMMUNITY**

**CR Index 2014**

**Teachers Mutual Bank**

Responsible  
business  
starts at  
[www.bitc.org.uk](http://www.bitc.org.uk)

# Welcome,

to your 2014 CR Index scores report.

Business in the Community is delighted to celebrate the 12<sup>th</sup> 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.

The changes made this year has raised the bar, making the CR Index more challenging for participants. The new question set better reflects the complexity of integrating sustainability into core business strategy, incorporating some of our latest thinking on how companies can stretch themselves to drive change within their business. As a result, we have revised the way in which we categorise performance in the CR Index this year, moving away from the old bandings to a new 5 star rating system. The boundaries have been set as follows:

99% - 5 stars	84% - 2 and a half stars
98% - 4 and a half stars	78% - 2 stars
96% - 4 stars	71% - 1 and a half stars
93% - 3 and half stars	63% - 1 star
89% - 3 stars	

The half star rating demonstrates significant progress towards the next star rating, and was introduced to better differentiate performance between companies.

The results of the 2014 CR Index, along with analysis and case studies will be launched on our website on 31<sup>st</sup> March and will be presented at the ***Wanted: Responsible leadership for sustainable future*** plenary on the 1<sup>st</sup> April during Responsible Business Week.

Looking forward, we seek to continue supporting companies to integrate responsible practices and drive change within businesses.

With best wishes,

**Blanca Grey**

Senior CR Index Manager

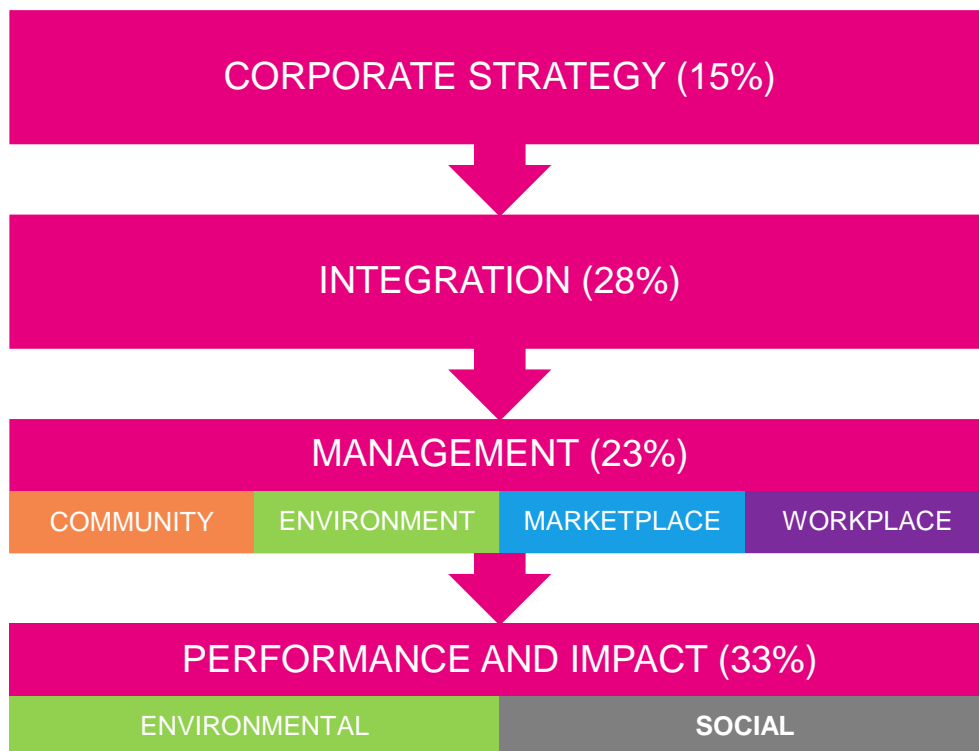
### THE CR INDEX FRAMEWORK:

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**The CR Index takes the form of an online survey designed to provide companies 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.

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



#### CORPORATE STRATEGY

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Looks at corporate vision and values, effective governance, CR risks and opportunities to the business and how these are being identified and then addressed through strategy, policies and responsibilities held at a senior level in the company.

#### INTEGRATION

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Focuses on how companies organise, manage and embed corporate responsibility into their operations through strategic decision making, performance management, training, effective stakeholder engagement and public reporting.

#### MANAGEMENT

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Builds on the Integration section looking at how companies are managing their risks and opportunities in the areas of Community, Environment, Marketplace and Workplace.

#### PERFORMANCE AND IMPACT

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Asks companies to report performance in a range of social and environmental impacts areas. Participants complete three environmental and three social areas based on the relevance to their business.

## CR INDEX PERFORMANCE:

2014 91 ★★★★★

2013

2012

2011

ENVIRONMENT INDEX PERFORMANCE 81

## SECTOR

Financial Services

## BENCHMARKING SECTOR

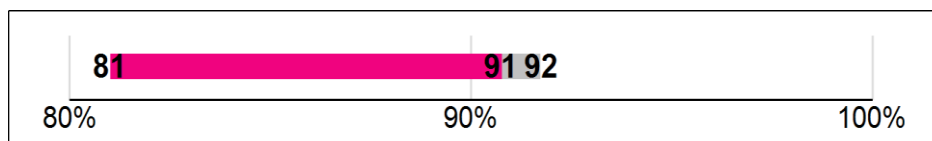
Financial Services

## BENCHMARKING COMPARATORS

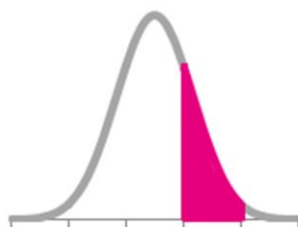
Friends Life, John Laing plc, VocaLink Limited, Zurich Insurance

## SECTOR PERFORMANCE

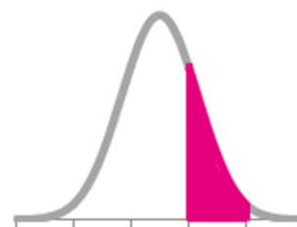
This chart provides the range of overall CR Index scores within your benchmarking sector. It also plots your company's overall score in order to provide a top-line performance benchmark.



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



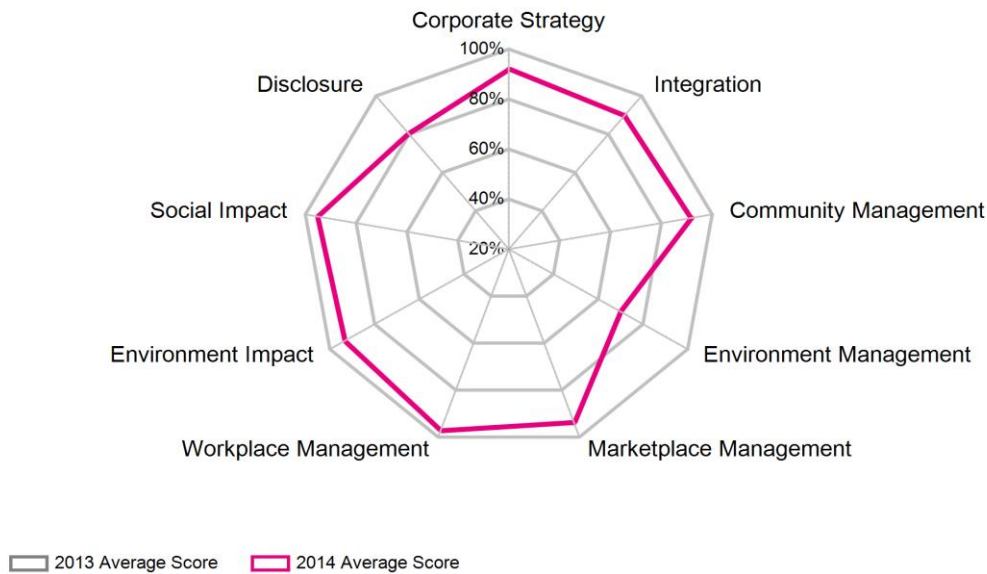
2nd QUINTILE VS. SECTOR



2nd QUINTILE VS. ALL PARTICIPANTS

## PERFORMANCE: BY CR INDEX SECTION INDEX

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

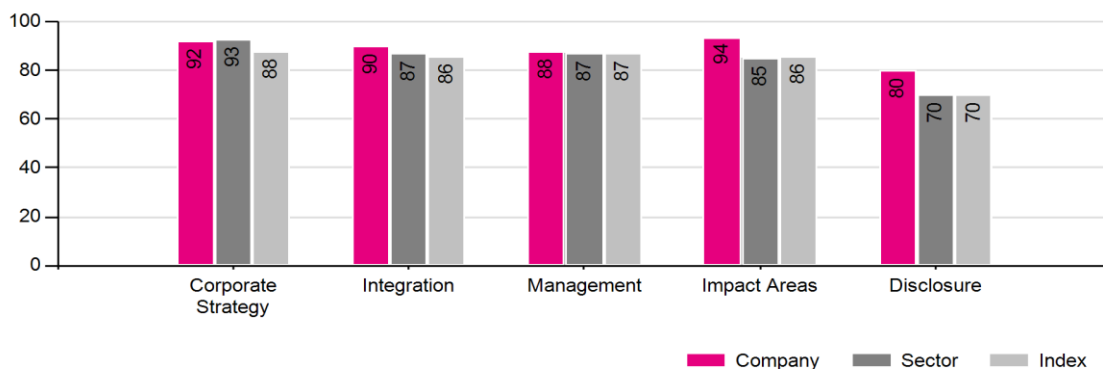


## PERFORMANCE: CR INDEX

The following graphs provide a summary of your performance in each of the main components of the CR Index. Each graph provides two data sets. This first is your company's score; the second 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

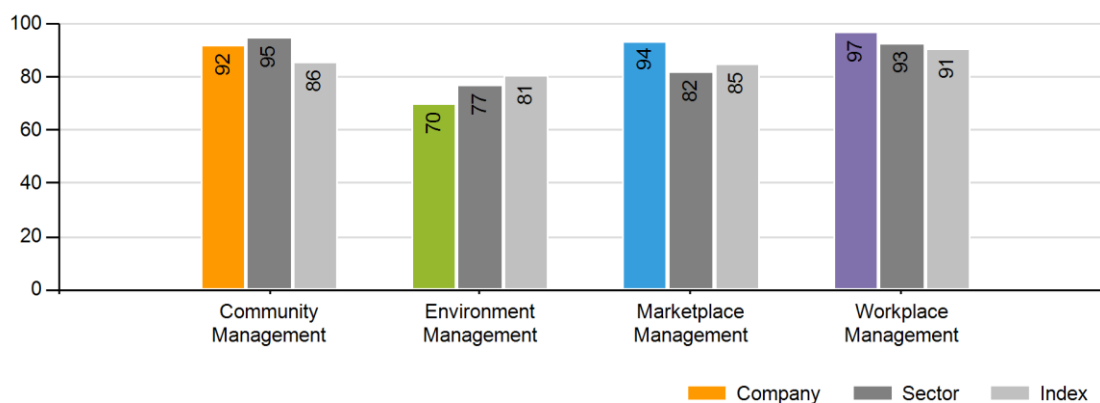
## STRATEGY, INTEGRATION, MANAGEMENT PRACTICES AND ASSURANCE

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



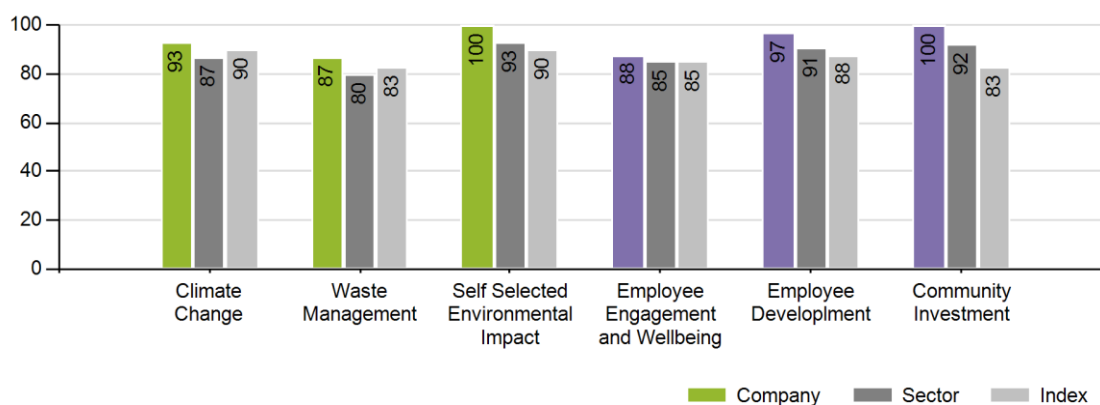
## MANAGEMENT AREAS

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.



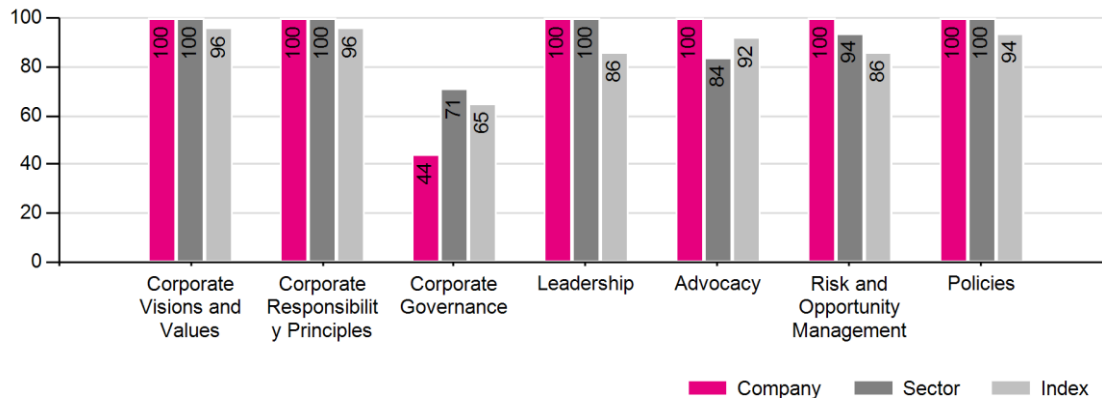
## ENVIRONMENTAL AND SOCIAL IMPACT AREAS

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



## SECTION 1: CORPORATE STRATEGY

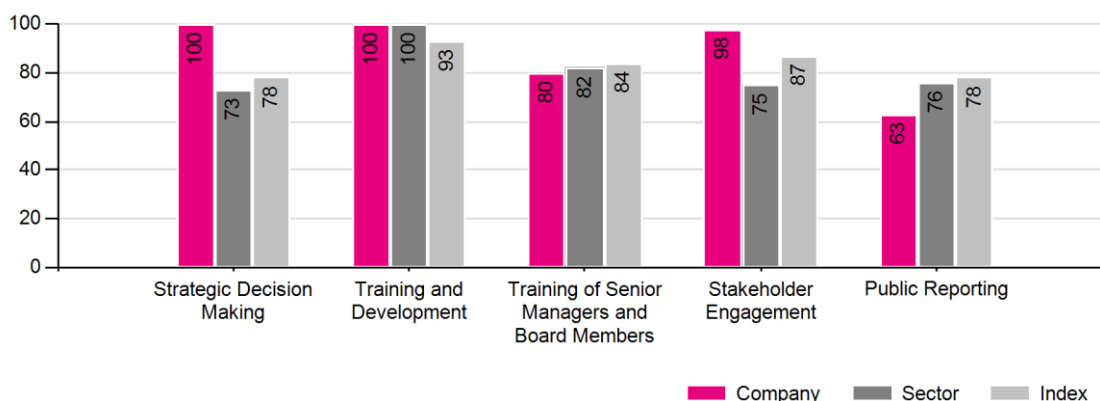
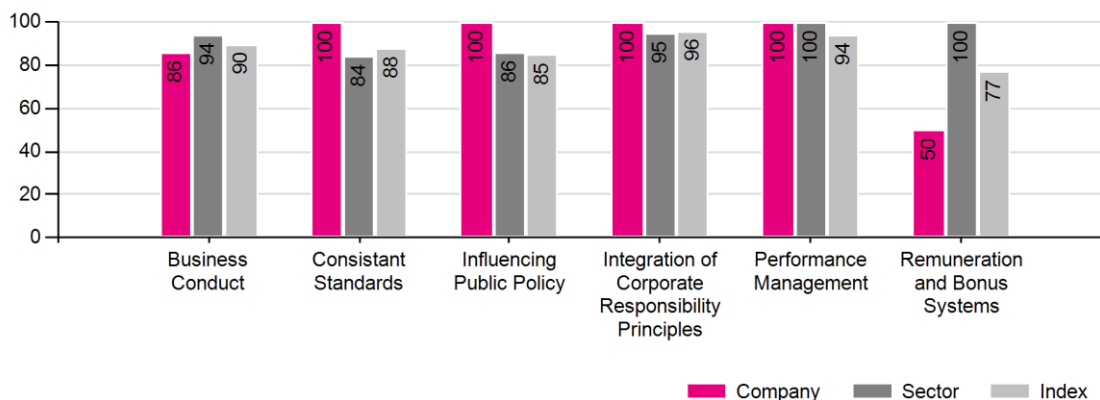
This section rewards companies for placing CR values at the core of their business strategy. It asks whether there is a system to identify key social and environmental risks and opportunities, and whether these are addressed by principles and policies. It looks at the effectiveness of a company's corporate governance processes. In additions, 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.



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## 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.

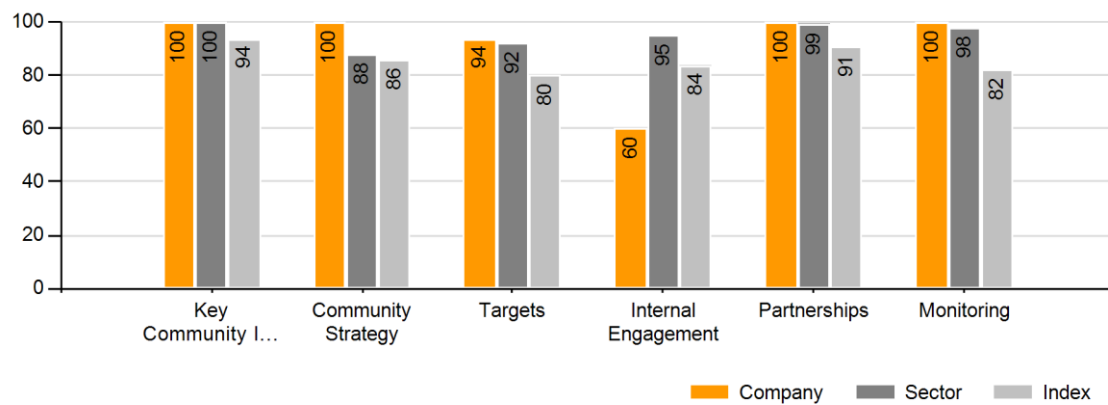


## SECTION 3: MANAGEMENT

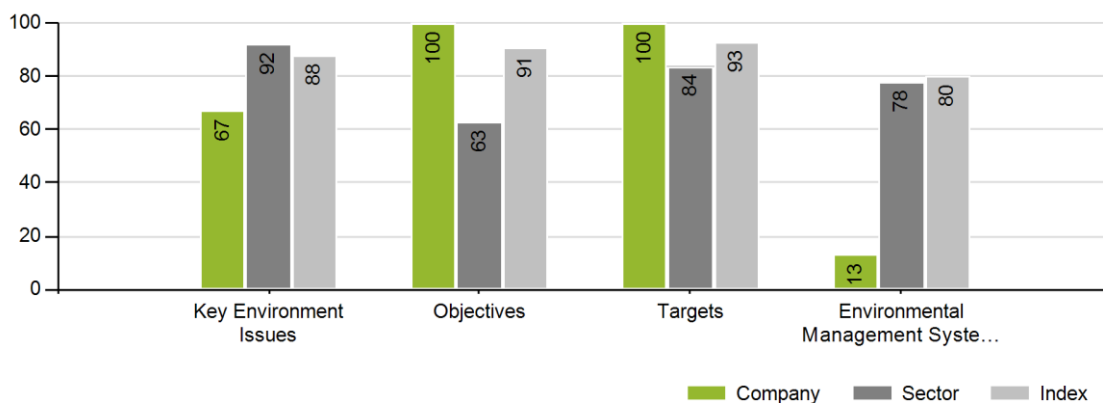
Section 3 assesses whether a company has developed management practices to address materially significant CR issues across four areas: Community, Environment, Marketplace and Workplace. In particular, this section looks at:

- How a company identifies and prioritises key material environmental and social issues
- Relevant programmes around different areas of CR
- Objectives and SMART targets that drive continuous improvement
- Monitoring systems to measure, assess and report on progress
- Public reporting on key issues, objectives and targets

### Community Management

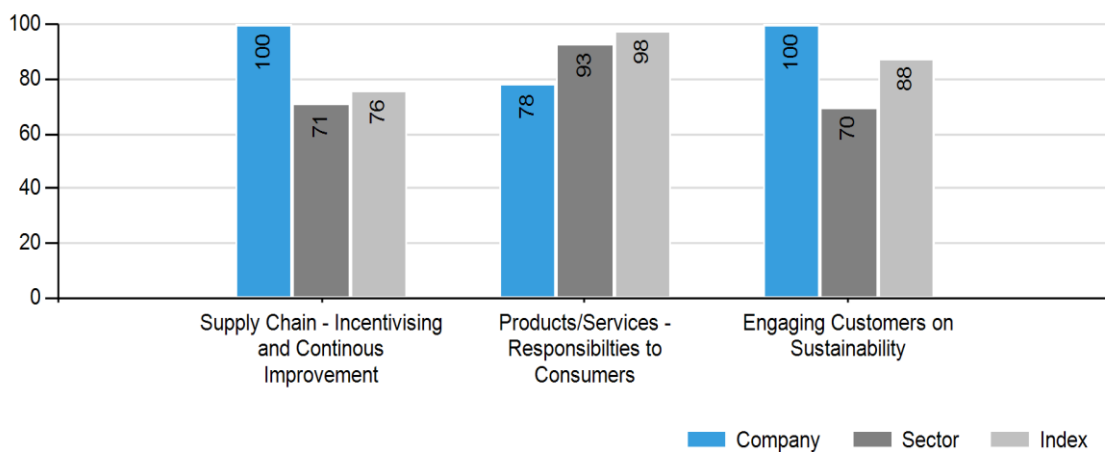
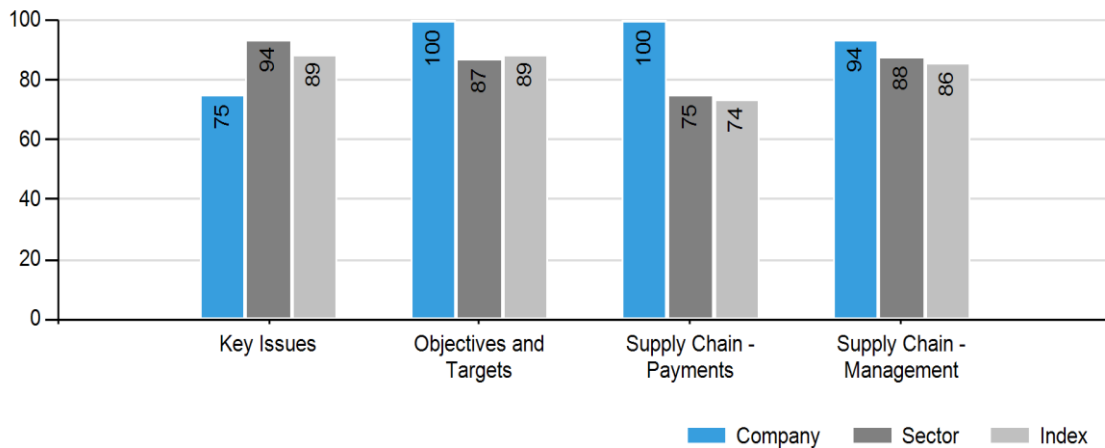


### Environment Management

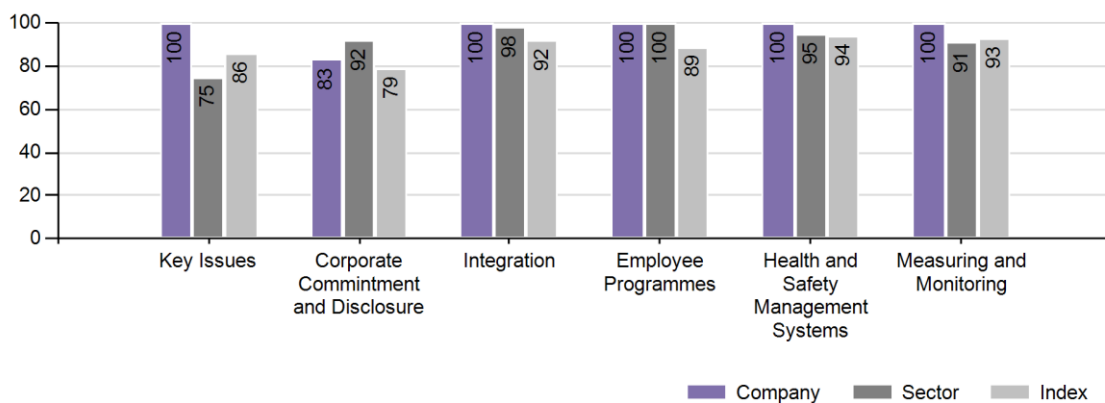




## Marketplace Management



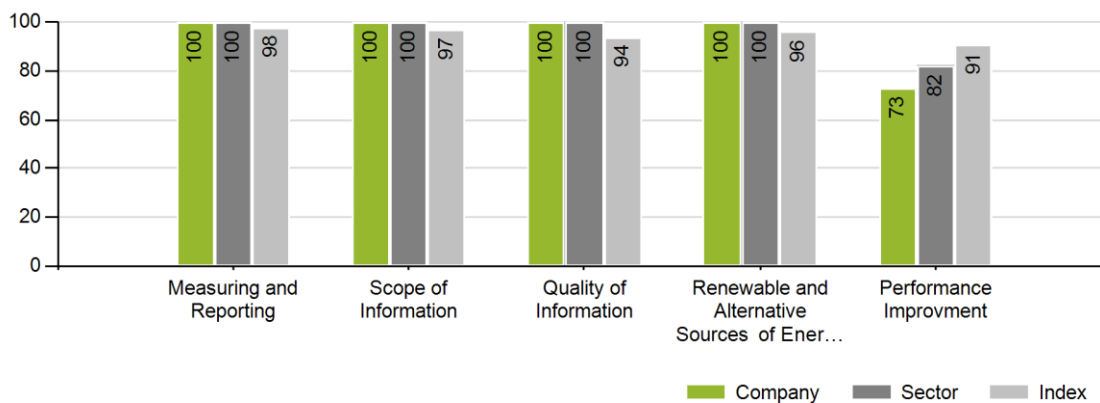
## Workplace Management



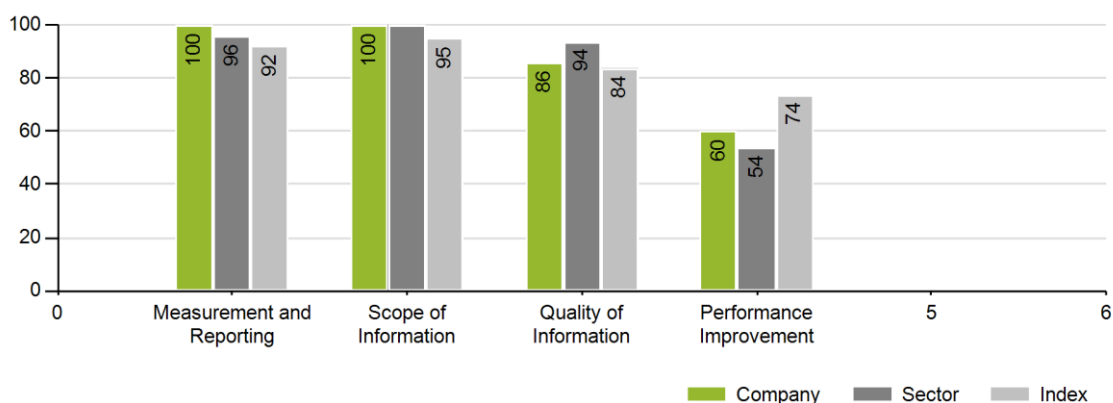
## SECTION 4: ENVIRONMENT IMPACT AREAS

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

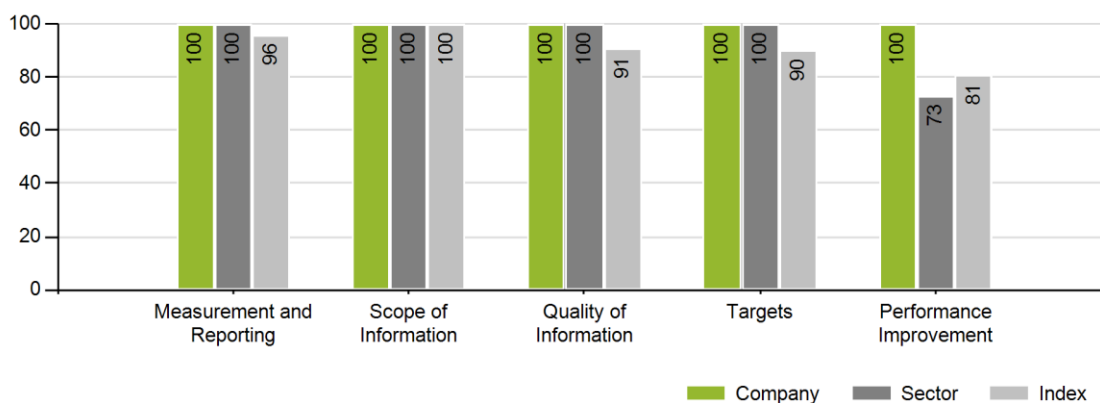
### Climate Change



### Waste Management



### Indirect impact

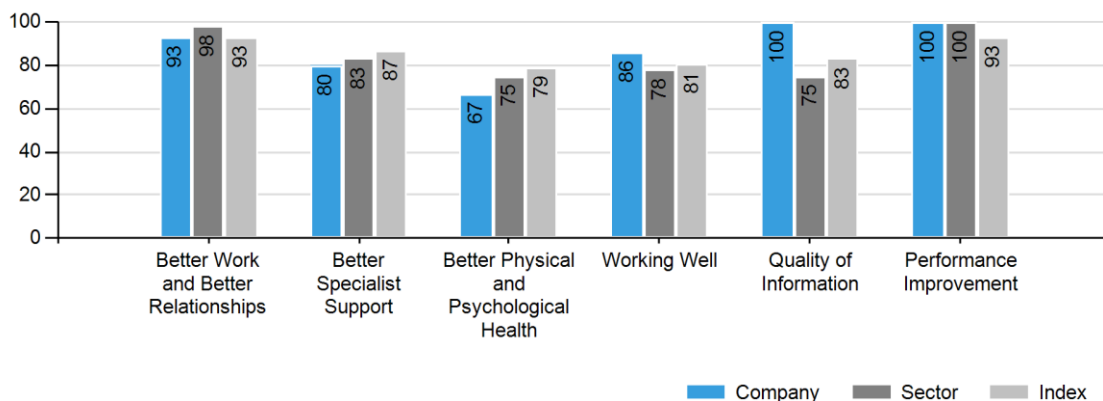


## SECTION 4: SOCIAL IMPACT AREAS

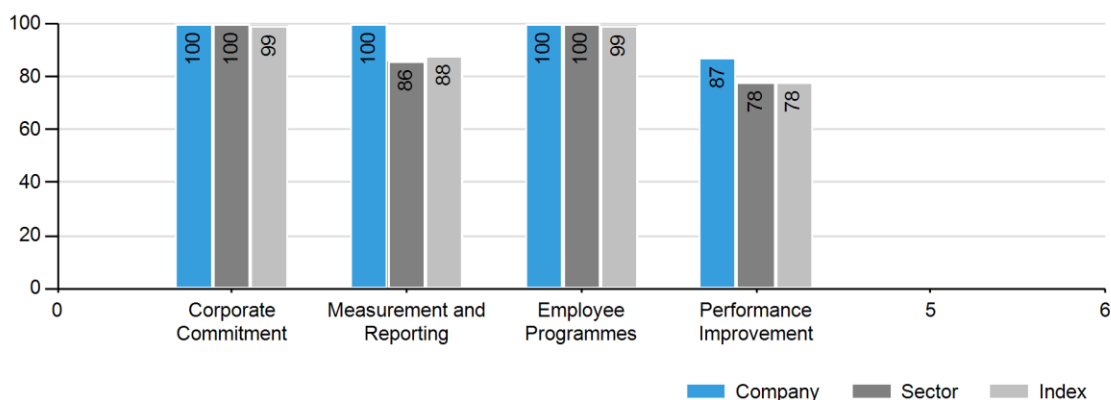
The following graphs provide your results and benchmarking information covering the three social impact areas completed by your company. Each area examines the organisational commitment to managing the issue, the programmes in place to drive improvements and organisational performance over time.

**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.

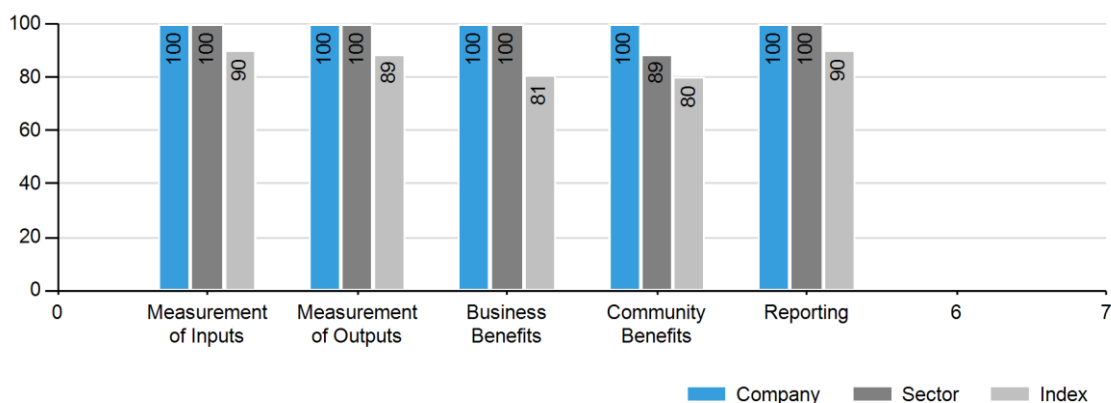
### Employee Engagement and Wellbeing



### Employee Development



### Community Investment - Benefits and Impact



For companies wishing to get their submission validated, benchmarked against their peers, and/or to be included in an annual public listing, we offer the following validation options:

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

This presentation of findings includes:

- 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)

In addition to the performance analysis presentation, this option includes a narrative report:

- 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 - All advisory projects are scoped and priced individually

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

To request additional feedback contact:

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To discuss bespoke support options contact:

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