

**BUSINESS
IN THE
COMMUNITY**

CR Index 2014

Willmott Dixon Ltd

Responsible
business
starts at
www.bitc.org.uk

Welcome,

to your 2014 CR Index scores report.

Business in the Community is delighted to celebrate the 12th 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 31st March and will be presented at the ***Wanted: Responsible leadership for sustainable future*** plenary on the 1st 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

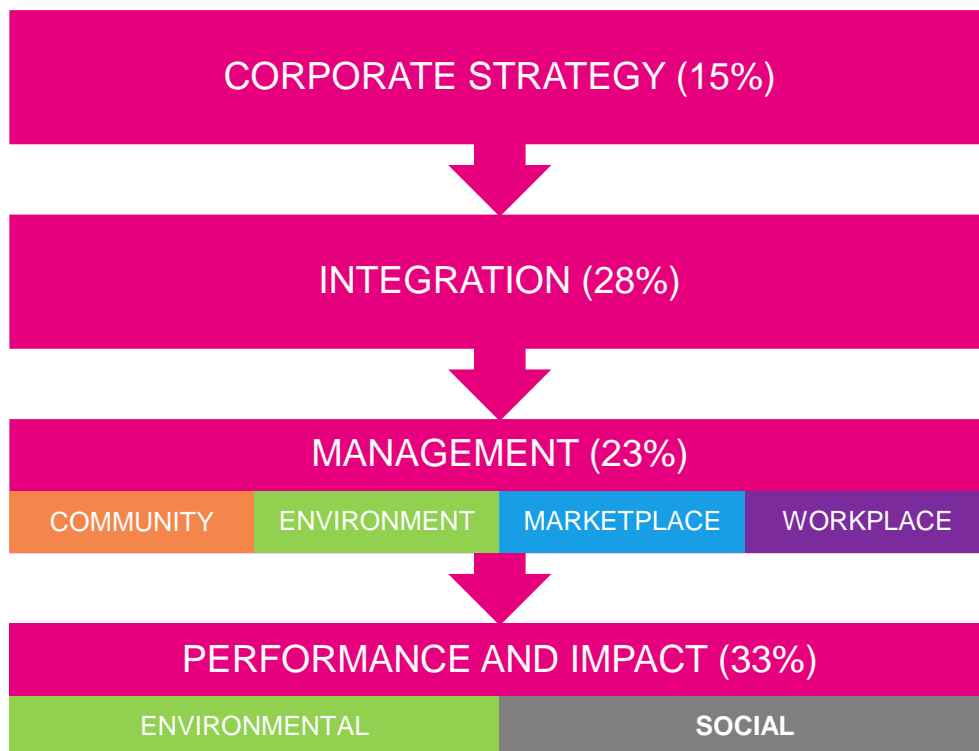
Senior CR Index Manager

THE CR INDEX FRAMEWORK:

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

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

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

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

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	88	★★★★☆☆
2013	N/A	N/A
2012	93	Gold
2011	91	Gold

ENVIRONMENT INDEX PERFORMANCE **90**

SECTOR

Construction & Materials

BENCHMARKING SECTOR

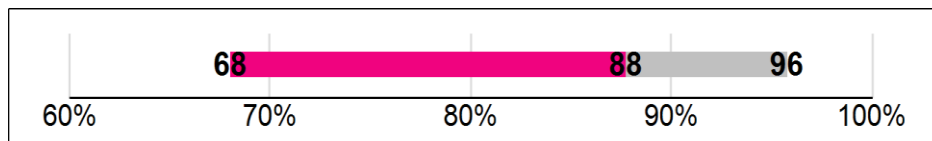
Construction & Materials

BENCHMARKING COMPARATORS

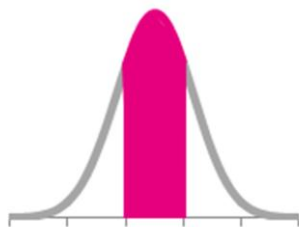
Eurovia Group Limited, Forrest, Gentoo Group, Marshalls plc, Miller Construction, Morgan Sindall, NG Bailey, Portakabin Group, The Clancy Group Plc

SECTOR PERFORMANCE

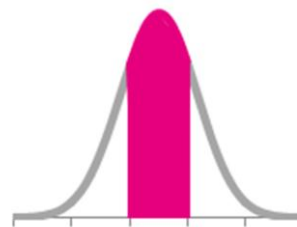
This chart provides the range of overall CR Index scores within your benchmarking sector. It also plots your company's overall score in order to provide a top-line performance benchmark.



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



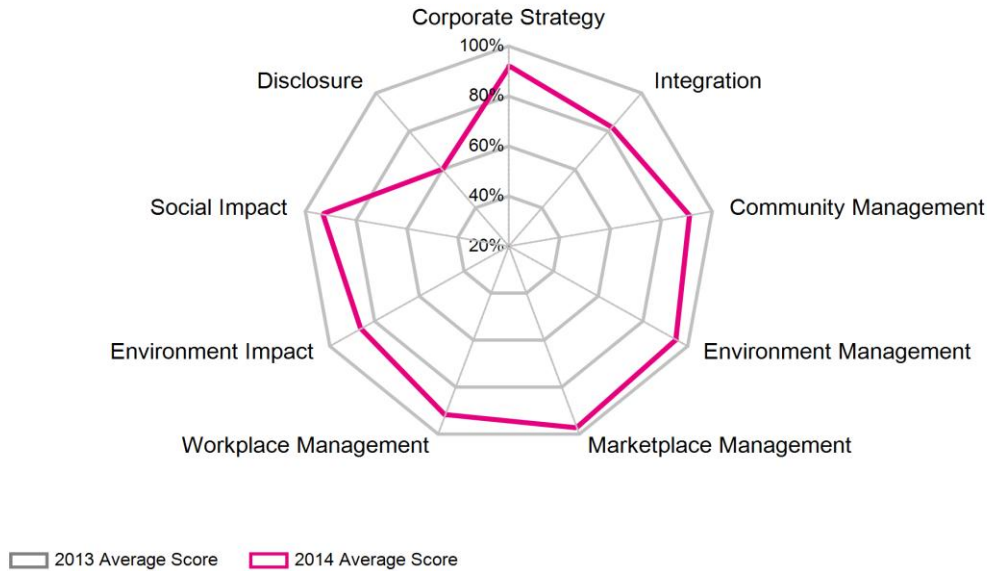
3rd QUINTILE VS. SECTOR



3rd 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.

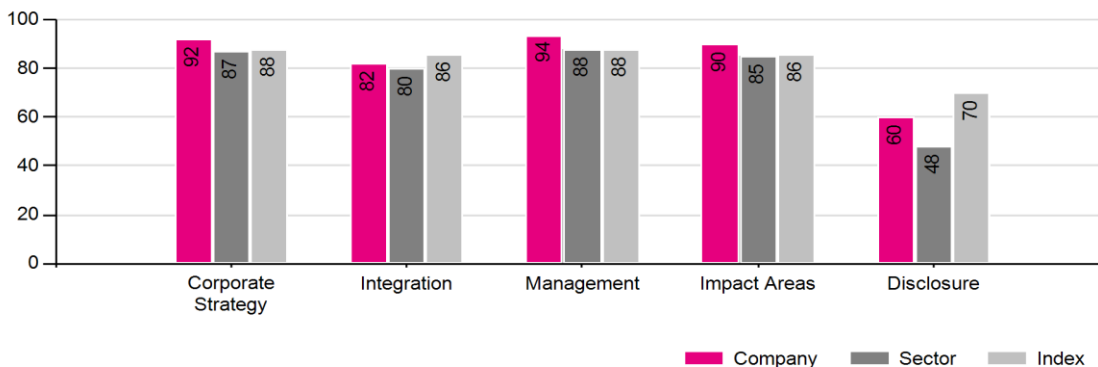


PERFORMANCE: CR INDEX

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

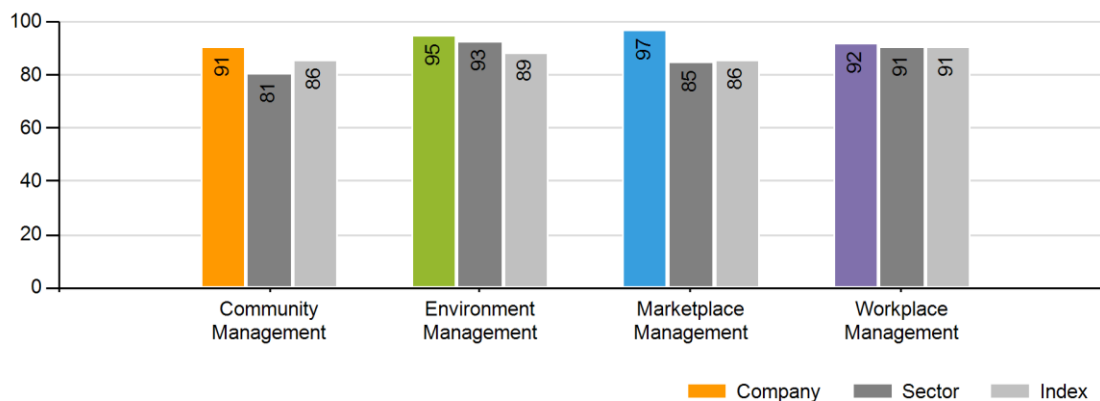
STRATEGY, INTEGRATION, MANAGEMENT PRACTICES AND ASSURANCE

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



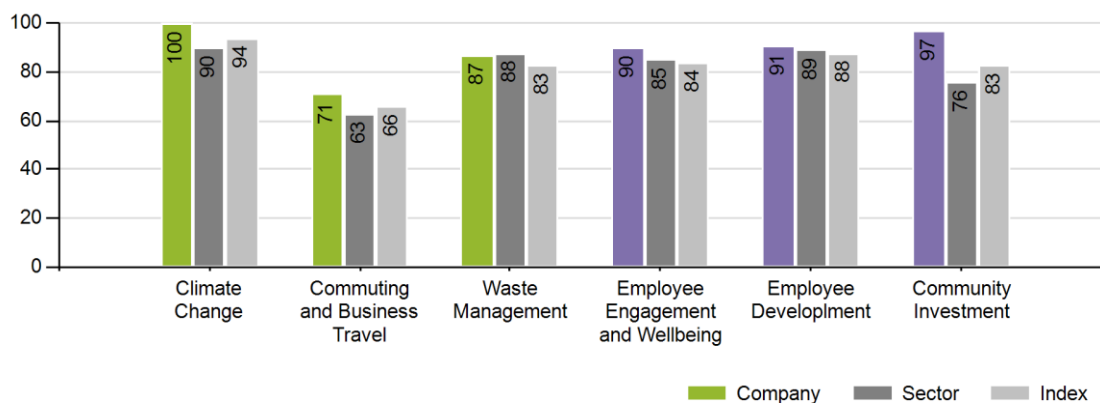
MANAGEMENT AREAS

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.



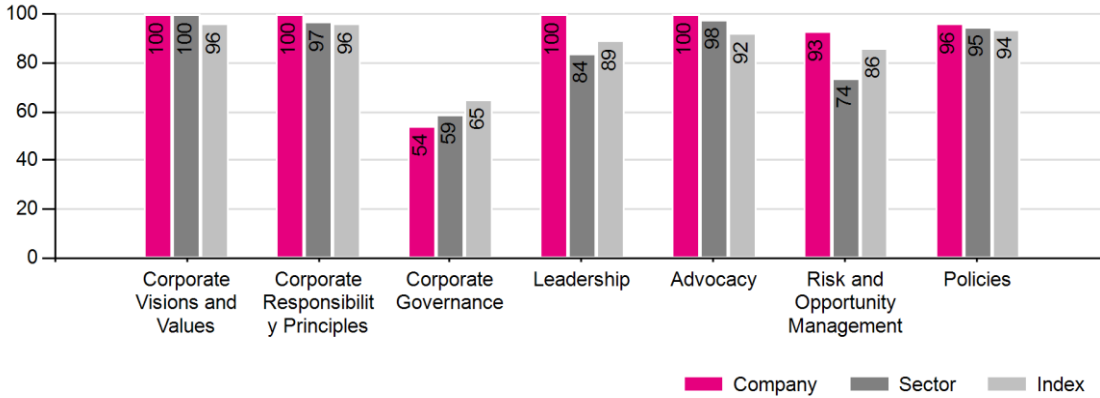
ENVIRONMENTAL AND SOCIAL IMPACT AREAS

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

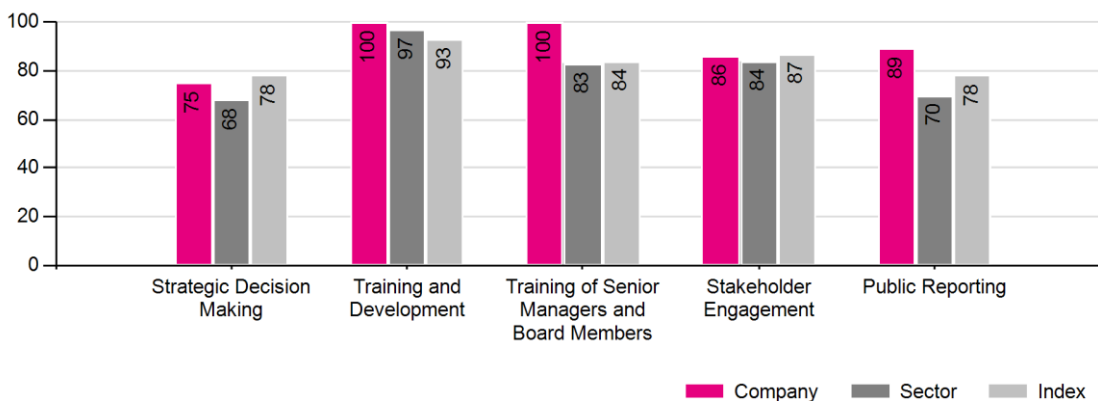
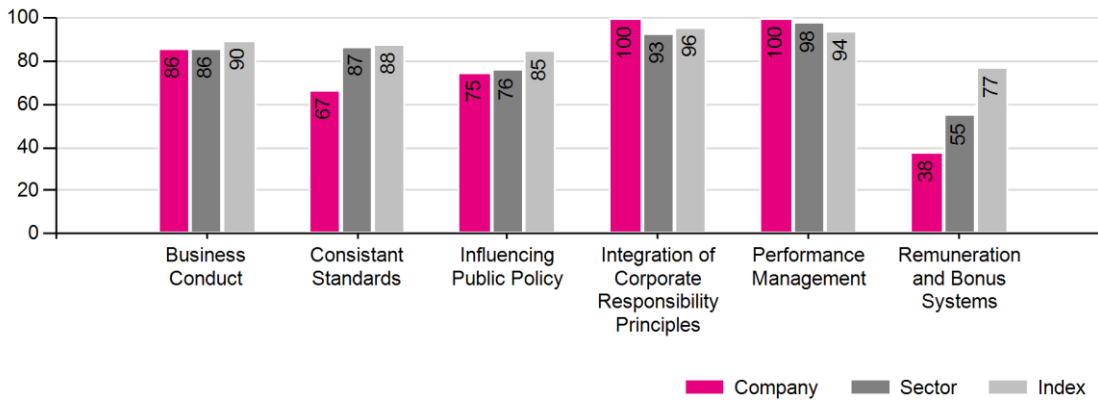
This section rewards companies for placing CR values at the core of their business strategy. It asks whether there is a system to identify key social and environmental risks and opportunities, and whether these are addressed by principles and policies. It looks at the effectiveness of a company's corporate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



ent.

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.

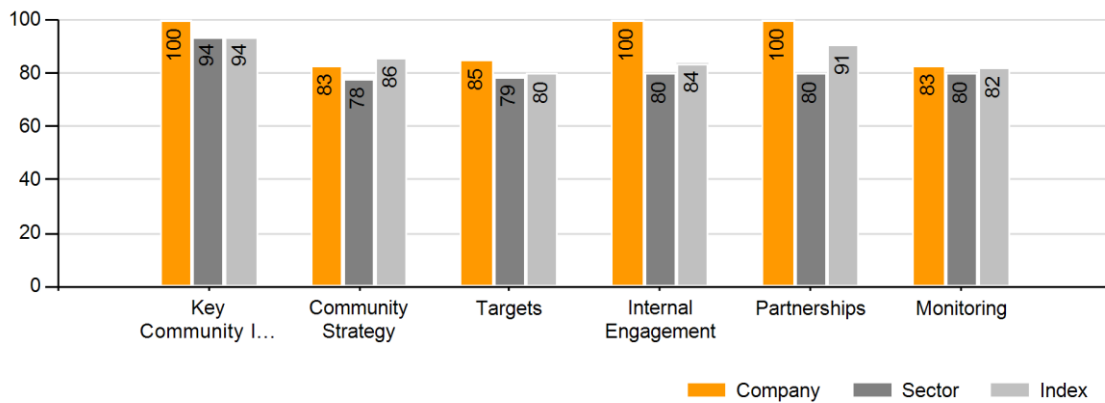


SECTION 3: MANAGEMENT

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

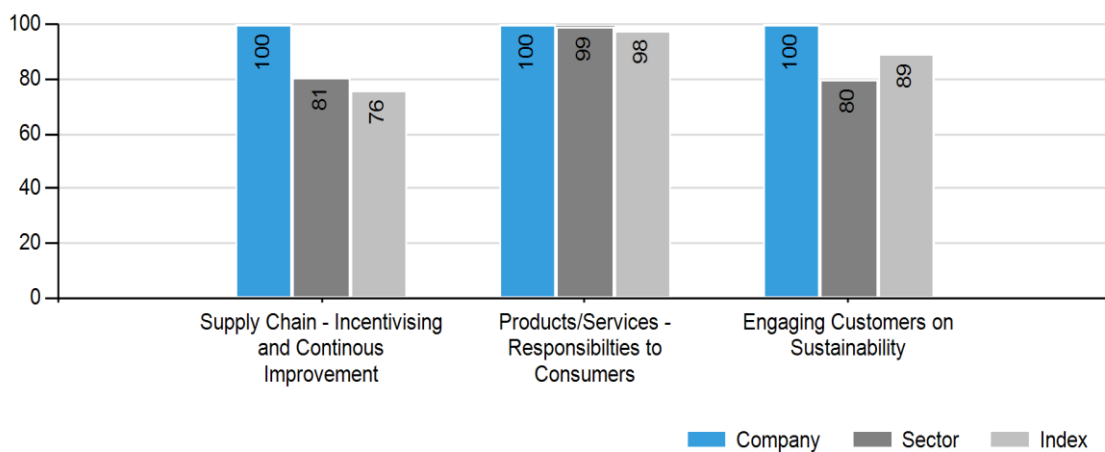
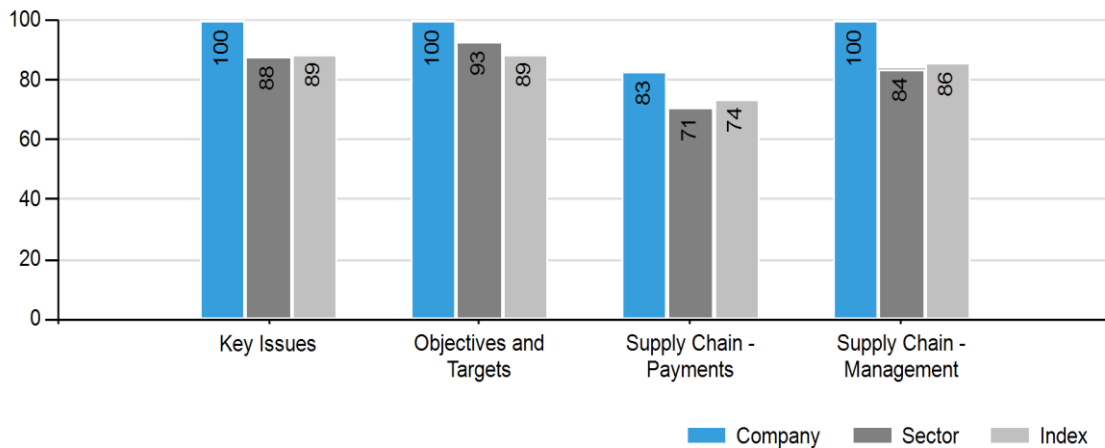
Community Management



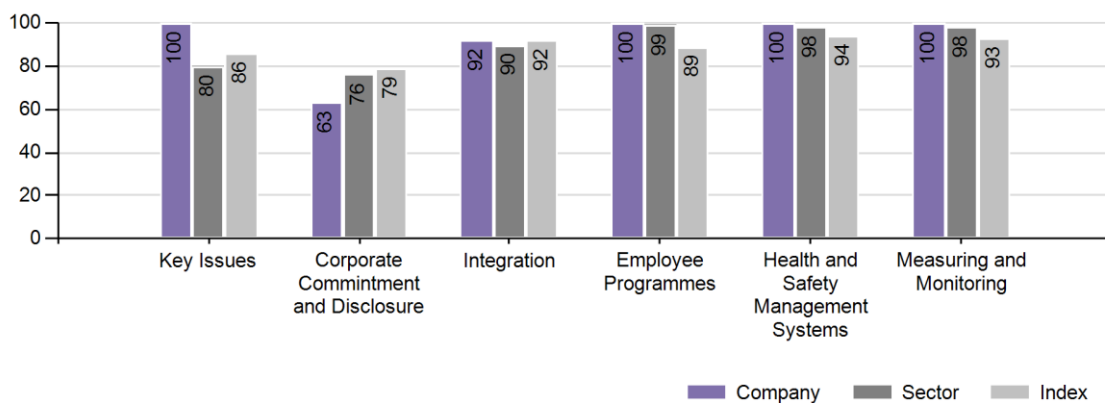
Environment Management



Marketplace Management



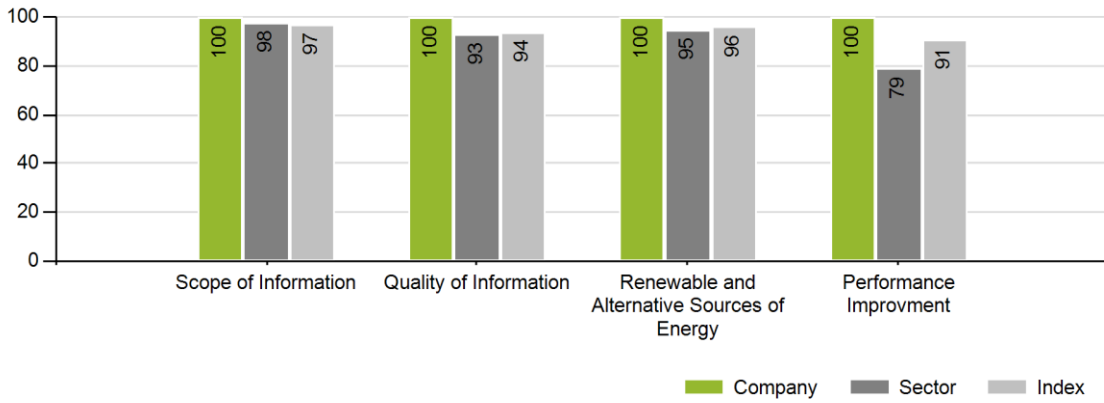
Workplace Management



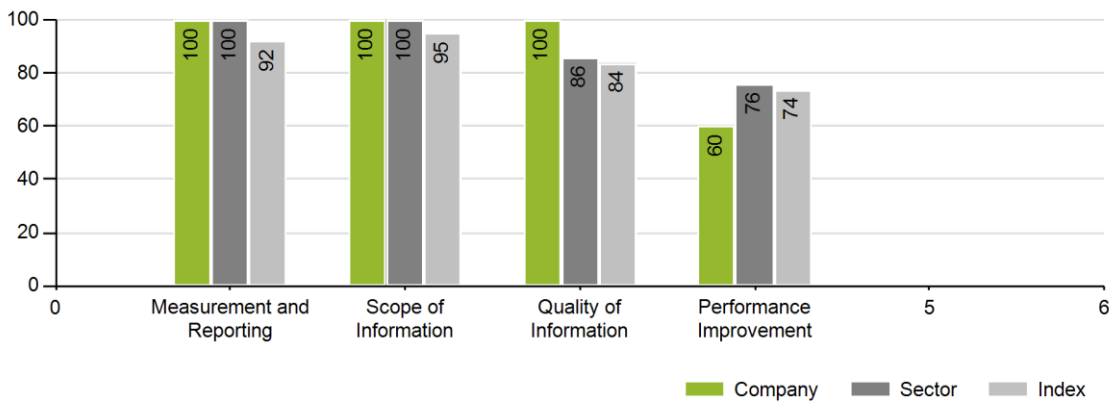
SECTION 4: ENVIRONMENT IMPACT AREAS

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

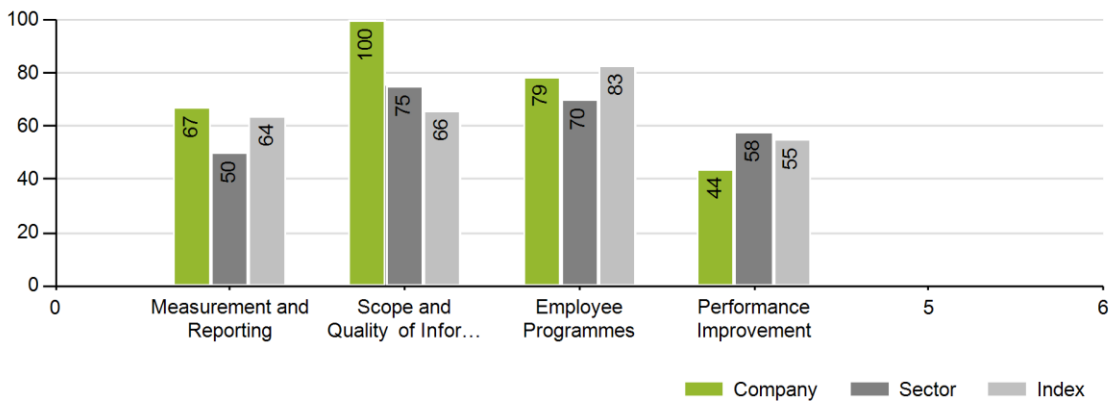
Climate Change



Waste Management



Commuting and Business Travel

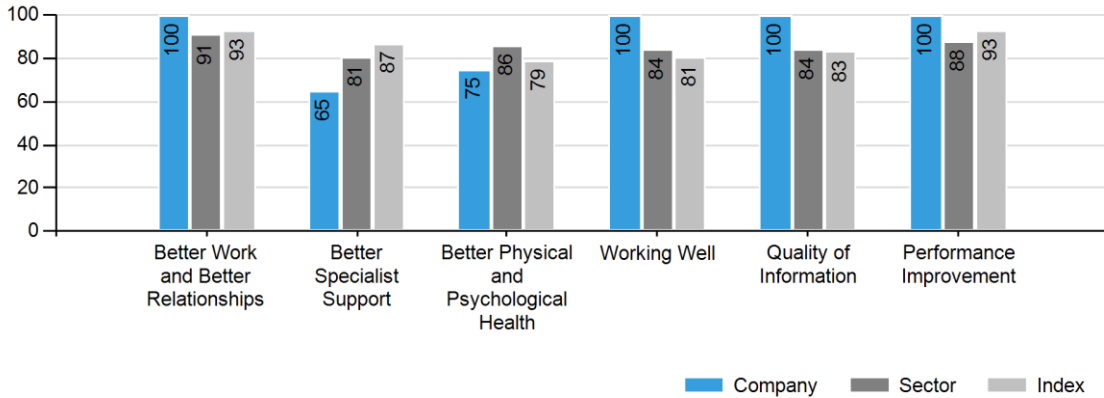


SECTION 4: SOCIAL IMPACT AREAS

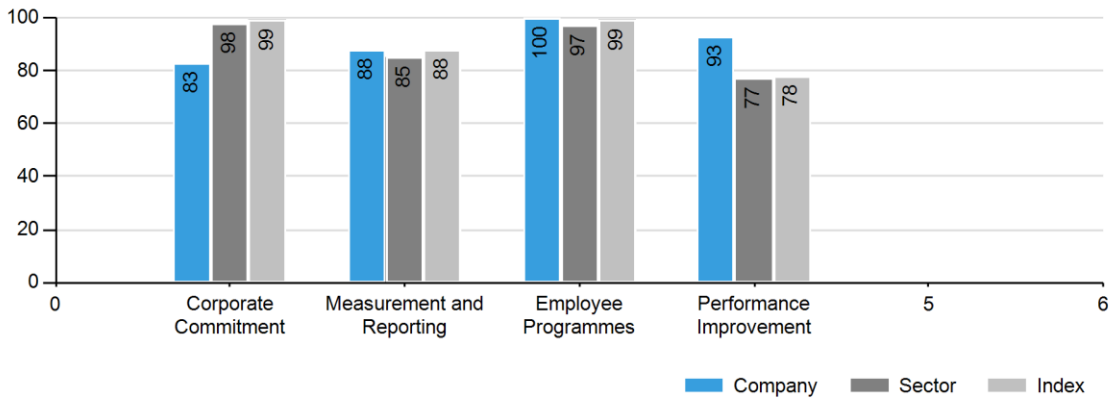
The following graphs provide your results and benchmarking information covering the three social impact areas completed by your company. Each area examines the organisational commitment to managing the issue, the programmes in place to drive improvements and organisational performance over time.

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.

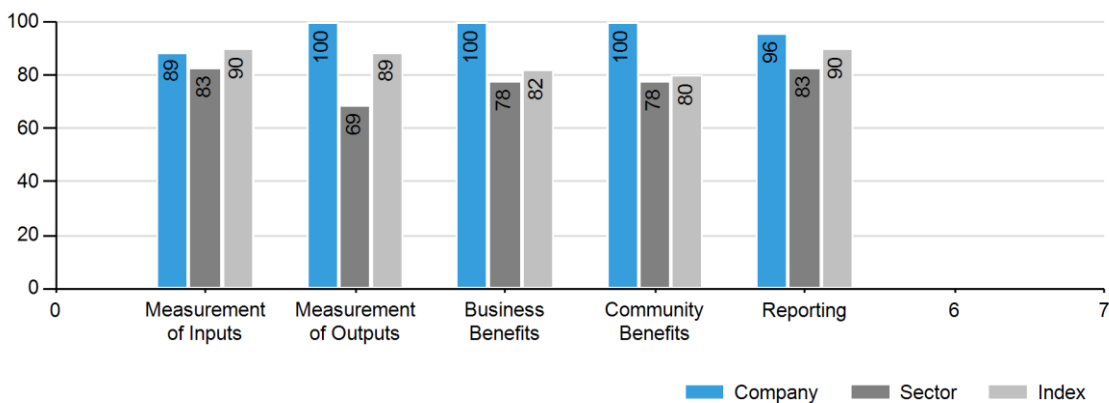
Employee Engagement and Wellbeing



Employee Development



Community Investment - Benefits and Impact



Business in the Community

137 Shepherdess Walk

London N1 7RQ

T: +44 (0)20 7566 8650

F: +44 (0)20 7253 1877

E: info@bitc.org.uk



Registered details: 137 Shepherdess Walk, London N1 7RQ. Telephone 020 7566 8650
Registered Charity No: 297716; Company Limited by Guarantee No: 1619253