CONTENTS

FOREWORD

FOREWORD
FROM BUSINESS IN THE COMMUNITY

I am delighted to introduce the first pilot results of the Responsible Business Tracker. Thanks to the support of Sky and the University of Birmingham, we now have access to crucial insights that build on the UK's strong history of responsible business and raise our expectations yet further.

Over the nearly 40 years of Business in the Community's existence, a lot of things have changed, but one thing has remained the same. We were founded on the principle that business could – and should – do more to support the communities around them. In the same way that no woman or man is an island, no business exists in a vacuum. Each is a vital part of an intricate ecosystem.

We still stand by that principle. We are proud of the long legacy of brave companies that have put their heads above the parapet and said that they want to do more to make the world a better place. From the law firm revolutionising its recruitment practice in order to give ex-oﬀenders the chance they deserve, to the bank solving air pollution with innovative billboards, we have many examples over the years of businesses pushing the boundaries of what responsible business can mean.

The Responsible Business Tracker marks a new era in that legacy. Taking the spirit of these excellent projects and combining it with something even more ambitious. Creating a new definition of best practice.

The 64 companies that took part in the Tracker pilot over the past year are setting a fresh standard; not just because of the trailblazing programmes they have in place, but because of their honesty.

The overwhelming majority of businesses that took part have a commitment at the highest level to act responsibly but the knowledge that less than a fifth of them have yet to embed that in a practical way at every level is a serious challenge. More than ever before, it is clear where we are not doing enough.

By opening their doors to scrutiny, these companies have kicked into gear a new way of thinking about responsible business, committing to constant, daily improvement. They have not done this because they think they have achieved perfection, but precisely because they know they want to get better – and because they want to work with Business in the Community and the rest of UK business to keep improving.

Business in the Community believes that the UK should be the best place in the world for responsible business. As a nation, we have the ambition, talent and – thanks to the Responsible Business Tracker – the information to make it happen.

I hope that we can look back on 2019 as the year that belief began to come true.

Amanda Mackenzie,

Chief Executive,

Business in the Community

FOREWORD
FROM SKY

When it comes to responsible business, every one of BITC's members has knowledge to share – but far more to learn. It is our joint recognition of this need, coupled with our shared desire to create positive change, that makes the BITC network such a powerful force for good.

BITC's strength lies in its role as a convener. It brings people together to share ideas, inspire one another and ultimately create change. We are far more effective working together than the sum of our individual parts, and our role is more important than ever.

In the current environment of uncertainty, where people have less and less faith in the institutions that have traditionally held society together, there is an even greater expectation on business and its leaders. Expectations are high – but the need to act is even greater. This goes to the heart of BITC, and it is why I am delighted to have supported the development of BITC's new Responsible Business Tracker, which considers the full range of what it means to be a responsible business.

Aligned to the UN's Global Goals, the Tracker's insights present a snapshot of how responsible UK business is today, from medium-sized business to those with significant scale and power.

The Tracker brings in aspirational goals and introduces the 'new possible'. It shows us how far we still must go to play our part in ensuring the Global Goals are met by 2030 and it shows us how much more we have to learn. It provides the laser focus that's needed to achieve a healthy community and a healthy environment for all.

By constantly learning, sharing and telling our stories of the positive impact business can have we will fully mobilise the power of our network and create a virtuous circle to benefit all stakeholders.

This cannot be done alone. At Sky we are on a journey to become single-use plastic free in our operations and supply chain. We are actively supporting other businesses looking to make this change by sharing what we have learned.

The insights in this report bring leaders across every part of the Responsible Business map to the fore. It maps for us those we have most to learn from, and also where we can offer most to others. And, as we set our sights on what each of us will do to help reach the Global Goals, the additional insights, information and case studies of best practice will shape our collective ambition to move forwards, faster.

The challenge for all of us is how to accelerate our progress – to design systems and processes of responsible business that shape a sustainable future. We've got a long road ahead of us.

As BITC Chairman, I would like to thank all those companies that have joined the pilot and made the insights in this report possible. I want this Tracker to represent all UK business and hold us to account on our progress. And so I hope in September 2019 you'll join Sky and the 63 other forerunners in participating in the Responsible Business Tracker, be scored on your approach, and play your part in making the UK a world leader at responsible business.

Jeremy Darroch,
Group Chief Executive, Sky
Chairman, Business in the Community

Using the Global Goals to redefine responsible business was a courageous decision by BITC when designing its Responsible Business Tracker. The strategic clarity and new insights that the Global Goals bring is both welcome and transformative. Translating this global vision of a fairer, sustainable world into everyday business thinking and action is far from a trivial undertaking. However, the results from the Forerunner Cycle reveal that leaders at all levels in all key sectors are embracing these newly defined responsible business challenges. There is evidence of effective engagement and innovation across all nine Tracker elements, with noticeably higher performance in Health & W

THE START OF A NEW JOURNEY

The **Responsible Business Tracker**® marks a new stage of the development of Business in the Community, the oldest and largest business-led membership organisation dedicated to responsible business.

The Tracker sets a new bar, with new aspirations to motivate and drive change, improve business performance across all areas and the focus on impact creates new ways of evaluating progress.

Many will remember widespread green-washing from companies in the 90s and early 2000s causing scepticism and erosion of trust in business. Going into the 2020s, there is increasingly and rightly a huge drive from companies towards purpose and their contribution to society. 'Purpose' is a popular topic and for the first time the Tracker will show how much companies are walking the talk and not falling into a new era of purpose-washing.

Informed and developed with members, the Tracker is designed to collect and share knowledge and experiences of responsible business by measuring performance against a challenging and aspirational set of desired outcomes – using the Global Goals as a framework.

Thanks to the 64 Forerunner companies who participated in the pilot, we are building the UK's largest measure of its kind that reports on the progress businesses are making, what more needs to be done and provides a support system for businesses to improve.

As more businesses participate in the Tracker, its influence and importance will only become greater. Already, the findings provide us with a wealth of information about different aspects of responsible business and what the current understanding of responsible business is. As well as providing a detailed picture of where companies are on improving themselves, it is identifying common challenges.

Three overarching findings emerge from this first Tracker pilot that need to be explored more fully. These will help define new areas of work and the support needed from Business in the Community (BITC) and have already helped shape ways in which the Tracker can be improved.

PARTICIPATION

The first Responsible Business Tracker® lifts up key trends and best practice from the information shared by our Forerunner companies. The diversity of participants shows the scope of responsible business across the UK.

**64 Companies
24 Sectors**

GLOBAL GOALS

Business felt they are contributing the most towards SDG 8 Decent Work and Economic Growth and SDG 3 Good Health and Wellbeing.

42% use the Global Goals to evaluate responsible business priorities and only **25%** are using the Goals for innovation.

SECTORAL STRENGTHS

Retail and Food – **Supply Chain & Human Rights**
Utilities, Energy and Transport – **Future Generations and Net Zero Carbon**
Construction, Engineering and Technology – **Health & Wellbeing**
Services – **Diversity & Inclusion**

KEY FINDINGS THIS YEAR

The Tracker will provide BITC with an annual overview of what is working and where companies need to do more. We will distil learning and trends to share with member companies that we believe will prompt more collaboration and help scale up impact against the Global Goals.

The findings reveal a great deal of activity across the agenda. However, while we would expect leadership to be setting ambition and driving strategy there is a big gap between what is being communicated and shared and how it translates through departmental or individual accountability and targets. In other words responsible business is still not embedded into the core.

Alongside the learnings and range of activity, we have data on from this cycle, we can see three overarching trends that illustrate the disconnect between ambition and how it is being translated into individual behaviours and accountabilities.

While these findings need further exploration with companies, they provide a unique and valuable focus for discussion and invaluable learning for the responsible business movement.

INSIGHT AND STRATEGY DRIVING IMPACT

The Tracker findings suggest that while there is increasing activity influencing and changing the way companies operate, there is a disconnect with the big increase seen in companies addressing the wellbeing and health of their employees and the concerning lack of reporting and performance on key environmental issues, particularly the Circular Economy & Resource Productivity and Healthy Ecosystems. There are many reasons as to why this is, but the overall focus on carbon reduction needs to expand to the whole environmental agenda. It is something we will address in the next cycle.

There is a lack of understanding of how to measure and report on impact, which is still mainly being done in terms of inputs and outputs and few understanding the difference.

A good strategy will start with impact – responsible business is no different but there seems to be a lack of rigour in the methodologies being used in many of the strategies being shared in the Tracker. For as long as these remain separate from the everyday business decision-making process, risks wont be managed and opportunities won't be utilised.

The Global Goals are proving to be a challenge to many and most commonly being used as a external communication device rather than shaping internal business strategy.

72%
of Forerunners have started to formally engage employees and senior leaders to identify priority responsible business issues.

BUT ONLY
16%
have integrated these into the risk register or consulted externally to review against the Global Goals, ensuring a strategic approach to drive the greatest impact.

THE LEADERSHIP CHALLENGE

While most businesses have a senior champion for responsible business and can point to how this leadership is communicated, few have specific departmental or functional targets across the organisation.

There is an increasing amount of activity but a low level of integration across the business and consequently its impact.

There is a disconnect on how much responsible business is really being embedded into company cultures. When we see an increase in the integration of responsible business into individual's targets, we hope to see action and a rise in the number of products and services addressing key social and environmental issues.

If there is a gap between purpose statements and integration across departmental targets, activity will be limited. There is the danger of falling into the trap of purpose-washing, where the reality of how the company actually operates is not aligned to its purpose.

IMPACT THROUGH COLLABORATION

There is strong evidence by certain sectors that responsible business is creating a focus and prompting innovative collective action that others in sectors and across sectors can learn from.

But individual sectors face different strategic and day-to-day challenges and risks, which means that responsible business is evolving differently in each business. This presents an opportunity for a sector to prioritise issues that are material to it and create new solutions that can inform improvement individually and cross-sector.

Supply Chain & Human Rights: Only **22%** of Forerunners have verified their human rights impacts through stakeholder engagement consultations. However **55%** of Retail and Food businesses have done so.

Carbon reduction: **63%** of Forerunners have set objectives, targets and KPIs for their carbon reduction strategy. This rises to **92%** for the Utilities, Energy and Transport sector.

94% of Forerunners shared their CEO commitment to responsible business.

86% have a purpose statement.

47% have linked this purpose statement to responsible business.

BUT ONLY

17% have considered what this means across departments or set clear team targets.
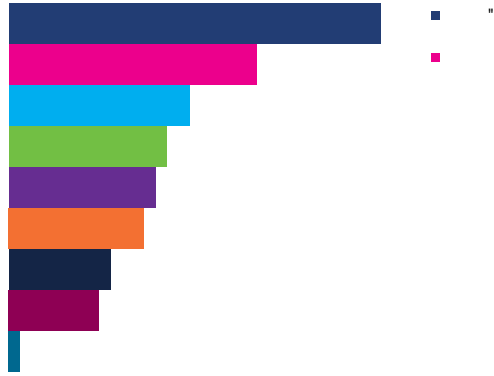
55% use the Global Goals to inform individual initiatives.

BUT ONLY

30% understand the strategic risk to their business model in not meeting the Global Goals.

MEASURING IMPACT

When we ask participants to measure and monitor their impact we are asking members to understand and evidence the change they are seeking to achieve through their initiatives and whether the desired impact is happening. Both to the beneficiary of a community, school or the environment. And, to the business itself, all in line with the belief that responsible business is good business. By focusing on impact the Tracker is putting emphasis not on the volume of activity that is taking place but the quality.

This metric-based approach has many benefits; it helps a business understand the success of any particular programme and can support a business in their decision making on where to focus efforts. It also aids communication, simplifying messages and appealing to stakeholders that need numbers to back up stories.

FORERUNNER RESULTS

Impact measurement was one of the trickiest areas for Forerunners. This was in line with expectations. Most members are tracking inputs and outputs, all of which is important. However, BITC is keen that businesses move away from talking about how many people are being reached and how many sessions are being run, to stories about how many lives were changed and how many jobs created. Yes, the numbers will probably be lower but the case studies more powerful.

Most businesses don't know where to start, looking at the healthy communities section, fewer than half **(47%)** could state what impact they expected to see on the business and **36%** on the community. Furthermore, there is limited gathering of baseline data to track progress, which will be make it more difficult to measure progress. Additionally, without this baseline data it is much more difficult to integrate SMART targets into peoples' objectives.

AREAS OF IMPROVEMENT

It is clear from the results that companies need support in this area. Given the number of different methodologies and platforms available for evaluating impact, it can be a confusing field. However, all businesses can start by defining what they are hoping to achieve and what success looks like to their business. Once that has been defined it will be much easier to work out a methodology and much simpler to communicate the benefits of responsible business on the environment, on communities, across your employees and through the value chain to the bottom line.

BEST PRACTICE

LINKLATERS LLP
MONITORING PROGRESS

Linklaters' London schools programme runs in three-year phases to provide stability to their partner schools. They mentor students, host workplace visits and provide quality work experience. Key Performance Indicators (KPIs) focus on raising aspirations and increased understanding of future career/education options.

The programme is designed following consultation with schools and students. For example, Linklaters' partner school in Haringey recognised that students who arrived in the UK with English as an additional language often need extra support. Linklaters has developed a new programme to deliver fun, conversational English classes. The pilot was a success. The programme is now fully integrated into longer-term strategy. All participants reported improved confidence and communication skills and motivation to learn English in the future.

A teacher said, "I have never seen one of the students smile before coming on this programme". The programme also supports parents, so they are better able to communicate with the school on their children's learning."

GLOBAL GOALS

A critical innovation in the Tracker was the integration of the UN Sustainable Development Goals (SDGs) – the Global Goals. Every age has a vision that helps make sense of today and shapes future thinking – the Global Goals provide this aspirational vision.

The ambition is for the Goals to become embedded within international trade agreements, financial markets, taxation systems, procurement, business communication and consumer preferences. Demonstrating business contributions to the Goals will create competitive advantage, just as preventing the attainment of them will become less valued and subject to growing distrust and unacceptability.

FORERUNNER RESULTS

The Forerunners results suggest that there is still a lot to do on educating and integrating the Global Goals into business.

55%
of Forerunners have used the Global Goals to inform responsible business initiatives.

30%
understand the risks to their business model by not meeting the Global Goals.

Businesses were asked businesses to select the three Goals they are contributing the most towards. Overall, the priority Global Goals for each sector appear to reflect the business as usual imperatives. While we would expect Decent Work and Economic Growth to be one of the most selected, other decisions were less logical with a lack of consistency from each sector. BITC believes businesses are missing an opportunity by not integrating Goals into strategy.

AREAS OF IMPROVEMENT

Businesses need to fully understand the nature and far-reaching consequences of the Global Goals and understand how they will be impacted, positively or negatively, by this new global measure of responsibility.

Only **25%** of Forerunners used the goals for innovation. Therefore, there is unused potential to harness this opportunity to trigger innovation creating new revenue-making opportunities and for a more universal application of the Global Goals to business in general.

BEST PRACTICE

BURGES SALMON LLP
MAPPING THE GLOBAL GOALS

Burges Salmon considered the UN SDGs as an opportunity to better understand how the firm was contributing towards the sustainable development agenda in terms of its direct impacts and through the firm's advice and expertise.

Burges Salmon conducted a mapping exercise by unpacking each goal and then aligning the firm's activities, income streams and interests. This then enabled a materiality exercise by identifying those goals where the aligned activity was considered most important to Burges Salmon's ongoing success. This was followed by identification of the relevant UN SDGs targets and appropriate internal measures. Application of the UN SDGs has enabled a much broader view of responsible business and provided a new engagement focus with internal and external stakeholders. Application of the SDGs has also enabled a new performance management approach for responsible business and will underpin continuous improvement.

FUTURE GENERATIONS

- For Future Generations the desired outcome for responsible businesses is to meet the needs of the present without compromising the ability of future generations to meet their needs.

Historically, many businesses have focused too much on the immediate future, driven by quarterly reporting and unsustainable expectations. This short-termism drives behaviour that doesn't consider the long-term sustainability of business and society. Those that will be most affected by this approach are the future leaders of the business. Therefore, it is key that they are equipped now with the skills necessary to address these future challenges.

There is already evidence of this commitment being embedded in a range of business practices including aspects of responsible business in new employee inductions. In total, **64%** of Forerunners offer programmes where employees are encouraged to innovate and propose more responsible ways of working.

The more challenging elements of inspiring future responsible business leaders need to be considered. While **50%** of Forerunners offer responsible leaders development opportunities in their communities, the level offered throughout the supply chain is substantially lower at **17%**. Here a large number of businesses are missing the opportunity to engage with their key stakeholders and build relationships.

BEST PRACTICE

FUJITSU
RADAR PROGRAMME

Fujitsu launched its Radar pilot (50 participants) in 2019 to identify and nurture a pipeline of talent lower down the organisation, earlier in careers. It is Fujitsu's first self-nominated talent programme or 'community', designed to drive participants to invest more in their own learning by providing them with resources in targeted key technical skills as well as business behaviours. Fujitsu gamified activities that it believed will support

72%
of forerunners use responsible business information as part of all new employee inductions.

17%
offer responsible leadership development opportunities throughout their supply chain.

SIEMENS

GOVERNANCE & TRANSPARENCY

- Increased trust in business and enhanced belief in the potential for business to be a force for good. Improve customer loyalty, ensuring licence to operate and increasing brand value. Well-informed decision making and confidence in leaders that contribute to economic sustainability.

This is a complex area with many elements. One key finding from this cycle was that objectives and targets are often only incorporated in the performance management of employees involved in designated responsible business activities. Responsible business transformation needs to be driven across the business. Embedding specific responsibility and accountability at all levels and functions will lead to better outcomes.

17%
of Forerunners have integrated responsible business into departmental roles with clear targets at team level.

58%
consult with external expertise to inform the board when making decisions that affect less represented groups.

Effective independent review at a senior level of the business creates accountability and also ensures collaboration with others who can provide new and alternative perspectives. See the example below from ENGIE on its charter and independent scrutiny board, which establishes another level of review and accountability.

Businesses need to fully integrate responsible business commitments for all employees. Responsible business leaders need to establish sensible, consistent objectives across the organisation, with success in any role including responsible business elements. If commitments are established at this level with leadership from the top, the significance of responsible business can be recognised, building the integrity and credibility of businesses, and encouraging confidence and trust.

BEST PRACTICE

ENGIE
CHARTER AND SCRUTINY BOARD

In 2018 ENGIE launched a new Responsible Business Charter and independent scrutiny board in the UK. The charter supports the company purpose to 'improve lives through better working and living environments.' It is owned and governed at Group CEO and UK CEO level of the business and aligned to its global corporate objectives, and corporate risks and opportunities management process. The charter demonstrates ENGIE's commitment to operate to the highest economic, social, governance and environmental standards while building public trust. ENGIE will be held to account for the effective delivery of its charter by an independent scrutiny board, which will be supported by the Centre for Public Scrutiny – a national charity that supports scrutiny excellence in the public and private sectors. It meets quarterly to review ENGIE's progress on key metrics. It will report publicly in an annual report.

POLICY ENGAGEMENT

DESIRED OUTCOME

- Societal problems are resolved better and faster through policy dialogue and multi-sector partnerships as they generate innovation, play to each partner's strengths and enable scalability of solutions.

FORERUNNER RESULTS

The performance in relation to Policy Engagement was positive, with Retail and Food, and Utilities, Energy and Transport sectors leading the way. Businesses' engagement activities with public policy development were transparent, with very few avoiding any policy engagement activities.

Encouragingly, very few of the Forerunners felt they were over-regulated and there was a general picture of engaging for mutual, shared benefit for the business and society.

98%

felt they operate with the correct level of regulation. Only 2% felt they were over-regulated with the need to engage in order to reduce their regulatory burden.

36%

use policy engagement as a source of innovation.

AREAS OF IMPROVEMENT

Businesses should evaluate the benefits of more collaborative policy engagement with a focus on wider social, environmental and economic benefits, operating as advocates for regulatory reform. Currently, 45% lobby government for broader social or environmental benefit.

Businesses should also explore the possibility of using policy engagement as a source of business innovation.

We encourage business to have an open dialogue with legislators as we would for any other key stakeholders. By working together businesses can ensure that legislation is informed and e ective. They can also demonstrate what is possible, encouraging governments to be more confident in responsible business legislation.

BEST PRACTICE

BOOTS UK
INNOVATE AHEAD OF LEGISLATION

Boots UK has adopted leading practices to address the issues of plastic waste in the ocean. They were one of the first health and beauty retailers to make a commitment to remove plastic microbeads from all own-brand rinse-o products. Plastic Microbeads can easily pass through water filtration systems and into oceans, which can a ect marine sea life and the food chain.

By December 2015, Boots stopped all manufacturing of own-brand and exclusive rinse-o personal care products containing plastic microbeads, and, as of 31 December 2017, Boots decided to no longer accept the supply of any rinse-o personal care products that contain plastic microbeads making the change ahead of legislation.

In 2018 Boots signed up to the UK Plastics Pact – a multi-stakeholder initiative bringing together organisations and individuals involved in the plastics value chain – to tackle plastic waste and help make a fundamental change in the way plastics are designed, produced, used, re-used, disposed of and reprocessed.

A spokesperson said: "We want to do our bit to make sure that people can shop at Boots with con dence, knowing that the products they pick are not going to do harm to our oceans or environment. That's why we want to continue to play our part in creating a sustainable world for generations to come."

STAKEHOLDER COLLABORATION

SKY

PRODUCTS & SERVICES

DESIRED OUTCOME

- Products and services that deliver social and environmental value creating economic growth.

FORERUNNER RESULTS

The Tracker has been designed to holistically measure how responsible a business is. Part of this design is a comprehensive evaluation of the range of products, services and/or utilities offered by each business. Rather than just focusing on the process, the Tracker also focuses on the nature or impact of the products or services offered. Innovation in responsible design and composition of products and services offers transformational possibilities.

One key finding from this cycle was the importance of balancing commercial versus responsible business perspectives with regard to product or service development and innovation.

61%
of Forerunners consider social factors during product or service development. While 56% consider environmental factors.

39%
reported that processes allowed changes to be made when designs are considered to have a high level of negative impact or no demonstrable social impact.

AREAS OF IMPROVEMENT

Businesses need to improve the capacity of employees involved in innovation and development to make informed judgements or bring in responsible business experts.

"An important action for responsible product and service development is to review and evolve the business's product or service portfolio to be fully consistent with its purpose, ensuring commercial versus responsible business perspectives are balanced."

James Deacon, Head of Corporate Responsibility, Ricoh UK

BEST PRACTICE

TRIVALLIS
RESPONSIBLE SERVICE DEVELOPMENT

In April 2018, Trivallis launched its Fair Rent Review, with the aim of making rents fair and affordable for tenants. As this review had the potential to impact on every tenancy, it was important to obtain the views from a large sample of customers.

During the summer of 2018 the organisation completed surveys with more than 2,200 tenants. The main question that influenced its new policy asked whether it would be fair to take into consideration particular factors when setting rent. These factors were: average income of lower earners in an area; number of people who want to live in an area; access to the job market; access to shops; access to schools and colleges. In total, 57.2% of tenants thought it was fair to base rents on affordability, compared to 40.1% who thought it would be fair to use the traditional desirability factors.

Following the result Trivallis implemented a rent-setting model based on differences in lower-quartile income levels across Rhondda Cynon Taf, using an adapted version of the Joseph Rowntree Foundation's Living Rent.

The new policy ensures that rents are fair and affordable for those tenants who are working on low incomes. Over, 2,400 tenants had a rent freeze in April 2019.

SUPPLY CHAIN & HUMAN RIGHTS

- Greater transparency and expectations of responsible business practices across the supply chain, using influence to generate inclusive growth while working towards a global decarbonised economy. No violations of human rights across the full value chain, with particular attention paid to countries of weak governance.

Given the level of interconnectivity between supply chains and responsible business outcomes, supply chain decisions have a major impact on responsible business performance.

69%
of Forerunners ask for potential

DIGITAL TRANSFORMATION

DESIRED OUTCOME

- The digital transformation drives smart forms of economic growth on a finite planet, reduces poverty and inequalities, and improves lives.

FORERUNNER RESULTS

While only **14%** of Forerunners chose digital transformation as one of their two highly material issues, almost half of participants recognised the cross-cutting implications of these new technologies:

- The changing nature of work and the need to provide employees with digital skills and lifelong learning **(47%)**

- The future impact of automation and identifying where technology complements, not replaces, humans **(47%)**

- Reconsidering its value proposition to customers **(44%)**.

For the Forerunners who identified digital transformation as highly material there were two areas that had already been incorporated into their businesses. These were managing data security and privacy risks and also responsible use of data. This is perhaps due to the high-level of awareness of digital threats from poor data security, as well as the recent legislation on data privacy instigating action.

AREAS OF IMPROVEMENT

The results of the Tracker suggest a general sense of potential disruption, but also a lack of awareness of how and where the digital revolution will impact. More work is needed by businesses to share learning from innovative organisations and sectors to identify and mitigate unintended consequences, and to capitalise on the sizeable societal and environmental opportunities.

BITC's Digital Champions Network is taking this collaborative approach to share learning and understand the opportunities and impacts. Led by this network, BITC is running a series of events to understand and address specific responsible digital business issues and challenges. These events are open to all members, with future topics including the digital skills gap, innovating for social and environment benefit, and how digital technologies and skills are addressing societal issues.

BEST PRACTICE

SOUTH WALES POLICE IN COLLABORATION WITH GWENT POLICE

In April 2018 Gwent and South Wales Police established a Digital Services Division, with the understanding that there were huge opportunities to improve service provisions and use digital innovation to help the public. The investment in digital innovation has led to changes that are already creating differences.

One example is a new digital way to incorporate victim statements, using devices to centralise statements so people are not asked to repeat their experience when talking to someone they haven't met previously. Making what can be a very stressful experience less difficult. It also equips the officer on duty with the information they need in advance. Throughout this work the Digital Services Division were also keen that these skills came from and were kept in the police force, meaning individuals designing the products understand the user requirements. All these changes mean that officers can spend less time at their desk and more time in the community.

HEALTHY COMMUNITIES
HEALTH & WELLBEING

DESIRED OUTCOME

- A healthier, happier and engaged workforce that drives sustainable performance and productivity benefiting employers, employees, customers and makes communities more resilient.

FORERUNNER RESULTS

Out of all the Tracker elements, Health & Wellbeing was most frequently ranked as highly material by Forerunners and there was a strong reported performance across all sectors. This was reflected in the high proportion of Forerunners choosing Global Goal 3 - Good Health and Well-Being as a priority goal. Health, mental and physical, is becoming an important component of the strategy, policies and procedures of responsible businesses. Although there is a challenge in measuring the success and impact of a Health & Wellbeing strategy through clear performance indicators.

- **67%** report a parity of focus on how risks on mental and physical health and wellbeing are understood.

88%
have identified Health & Wellbeing risks and opportunities for their business.

53%
have comprehensive strategies with support and monitoring at the highest level, with just **45%** establishing key performance measures.

AREAS OF IMPROVEMENT

Businesses should set objectives, targets and KPIs for their Health & Wellbeing strategy, which should include clearly defining and valuing the direct business and wider societal impact that can be expected. Only **38%** have defined the direct business impact expected from their Health & Wellbeing strategy and **23%** have defined the anticipated societal impact. This is a key part of determining the value case for improving Health & Wellbeing in the business, as well as for the local community and across its value chain.

BEST PRACTICE

KIER LTD
PARITY ON PROGRAMMES

With a comprehensive Health & Wellbeing strategy, Kier recognised it needed to change attitudes on mental health within its business, by creating a more balanced business and overcoming some of the perspectives present in the sector. The first step was to train mental health first aiders, who are aware of, and can speak on, matters of mental health. Kier's comprehensive training programme has created a community of more than 300 trained mental health first aiders.

They have three levels of intervention:

- Rapid referral within 48 hours to face-to-face counselling with specialists in mental health. Having a diverse workforce, Kier provides support in multiple languages.

- Access to community psychiatric nurses and physicians who provide specialist care to those with complex issues.

- Trauma counselling is available for site employees and supply chain partners in the event of a major incident.

DIVERSITY & INCLUSION

LINCOLNSHIRE CO OP
BUSINESS CHANGE IN A
CO OPERATIVE WAY

CIRCULAR ECONOMY & RESOURCE PRODUCTIVITY

VIRIDOR, PENNON GROUP

NET ZERO CARBON

- Limited increase in global average temperature to less than 2℃.

BEST PRACTICE

CAPGEMINI
CARBON REDUCTION TARGETS

HEALTHY ECOSYSTEMS

- Increased resilience of urban and rural landscapes that protect natural assets, support wellbeing and help climate-proof community and business assets.

This is the Tracker element with by far the lowest level of reported performance and consistently ranked as the least material to the Forerunners.

NORTHUMBRIAN WATER GROUP PROTECTING NATURAL ASSETS

Northumbrian Water Group's Abberton Scheme secured drinking water supplies for 1.5 million people in Essex at a cost of £150m, and increased storage capacity from 26 billion litres to 41 billion litres. A predicted increase in demand for water in Essex, resulting from population growth in the driest region of the UK, was the driver for this large strategic scheme and secured water resources for a generation.

With Site of Special Scientific Interest , Ramsar

APPENDIX

SECTOR SUMMARY

THIS YEAR'S SECTORS

As this was our pilot cycle of the Tracker, the cohort was capped at 64 participants. To analyse the results and allow for cross-sector comparison we have grouped the 26 sectors into 4 key super sectors for analysis.

RETAIL AND FOOD (11 BUSINESSES)

- Retail

- Food and Beverage Producers

- Household and Personal Goods

UTILITIES, ENERGY AND TRANSPORT (12 BUSINESSES)

- Utilities

- Oil and Gas

-

SERVICES (26 BUSINESSES)

- Accountants and Management Consultants

- Education

- Financial - Banks and Building Societies

- Financial - Insurance

- Financial - Investment

- Healthcare

- Legal

- Leisure

- Media, Marketing and PR

- Public Sector

- Real Estate

- Support Services

- Third Sector (Charities, NGOs)

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