



The Wales Responsible Business Awards 2018

Guidance and information document for applicants

Croeso / welcome!

Well done on taking the first steps to entering your business in the Wales Responsible Business Awards 2018.

Step 1 .. don't panic!

Step 2 .. read this document!

This guidance and information document – which is available to everyone who is interested in entering the awards – is quite detailed. It will help you understand:

- Essential information about the awards
- The eligibility criteria
- The differences between each of the categories
- Exactly what the judges are looking for in each section

In addition, a copy of the scoring guide used by the judges has been included. This will let you see how your entry will be judged after submission.

There are further hints and tips throughout the document and remember that our Awards workshops are a really great way to get started. If you have any questions, please contact our Awards team on 029 2078 0050 or cymru@bitc.org.uk.

Good luck!

The BITC Cymru Awards Team

*Before you start reading, please remember that information and guidance in this document relate **only** to the Wales Responsible Business Awards 2018. If you are interested in entering the UK Awards, please contact our UK team at awards@bitc.org.uk and speak with Gunther or Anna.*



1. Key dates

Please note that these dates are indicative. It is unlikely that dates will change, but Business in the Community Cymru reserves the right to do so. If dates change, the updated information will be communicated to entrants and posted on social media.

Date	Awards milestone
2017	
6 November	Awards open for entries
November – December	Applicant workshops held across Wales / live Skype chats available
2018	
January	Applicant workshops held across Wales / live Skype chats available
23 February (12:00 midday)	Deadline for submission
Mid-March	Awards judging day
Early April	Confidential communication of shortlist placement to applicants and provision of communications pack
RB Week (w/c 23 April)	Public announcement of shortlist
May	Applicant feedback available upon request
Late June (tbc)	Wales Responsible Business Awards Gala Dinner

2. The 2018 award categories

There are eight categories in the Wales Responsible Business Awards 2018. These include:

Whole-company categories:

- The Wales Responsible Large Business of the Year
- The Wales Responsible SME of the Year

Responsible business issue categories:

- The Wales Education Award
- The Wales Community Partnership Award
- The Wales Environment Award
- The Welsh Talent Development Award
- The Volunteering Impact in Wales Award
- The Wellbeing at Work Award in Wales

3. What's changed since 2017?

BITC Cymru values and responds to feedback from previous award entrants, winners and judges. Having listened to comments from these, and other groups, BITC Cymru has overhauled the awards programme and process for 2018.

Key changes include:

- A new online application system
- New categories
- New category definitions
- Consistency of questions across all categories
- Consistency of scoring across all categories

These changes have been implemented to: allow entrants to tell more of their own responsible business stories and make the Awards easier to understand and enter; but retain the business-led strengths of the programme.

4. Eligibility for the 2018 Awards

The Wales Responsible Business Awards are open to:

- Any member of Business in the Community
- Any non-member private sector employer operating or headquartered in Wales

Applicants are welcomed from any sector, operating at any size and at any scale (please note there are exceptions in the Responsible Large and Responsible SME categories). In each of the six 'issue' categories, the judges are empowered to identify both a small and large business winner should the scores warrant such a decision. Equally, in the Responsible SME of the Year category, judges will be able to recognise both a small and micro business winner.

N.b – neither size nor membership is a determining factor in achieving a place on the shortlist or winning in the Wales Responsible Business Awards.

The two whole company categories (Wales Responsible Large Business and SME of the Year Awards) have the following additional eligibility criteria.

To enter the Wales Responsible Large Business of the Year category, the applicant must:

- Be a member of BITC Cymru
- Employ 251 people or more

To enter the Wales Responsible SME of the Year category, the applicant must:

- Not have a parent company / be part of a larger 'group' of companies
- Employ 250 people or fewer
- Have a turnover of less than £25m
- Have gross assets of less than £12.5m

N.b – to enter the Wales Responsible SME of the Year category applicants do not have to be a member of BITC Cymru.

If you have any questions about eligibility for these, or the issue categories, please contact david.hoare@bitc.org.uk.

5. Submission process

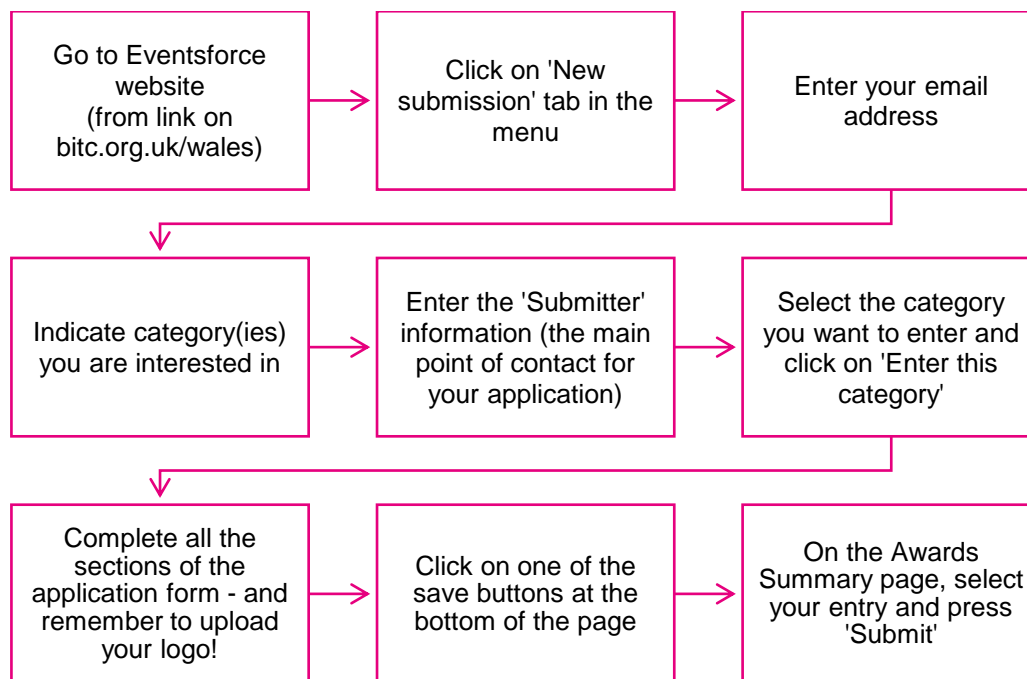
In 2018 the application process will be managed through a new online portal called Eventsforce.

This system will allow you to register, write sections of your application, save, exit and return before submitting. BITC Cymru has updated this guidance document to reflect this new process, but it remains absolutely crucial to supporting applicants through the process.

This document is available:

- To download on bitc.org.uk/wales and on the Eventsforce platform
- Via email from david.hoare@bitc.org.uk
- On request from your key contact at BITC Cymru

The chart below sets summarises the online submission process.



6. Category descriptors

The Wales Responsible Large Business and Responsible SME of the Year

These two categories recognise both large employers and SMEs in Wales which have embedded responsible business practices throughout the respective organisations and which are making positive differences to the economic, social and environmental challenges Wales faces.

In order to be successful, sustainable and to deliver long-term social, economic and environmental value, responsible business must be a golden thread running throughout an organisation, from the top (Chief Executive / Managing Director / owner / founder) through to all levels of staff and out into the supply chain. The embedded nature of the responsible business practices is vital – if responsible business is not a core part of business decision making, activity will become *ad hoc*, less coordinated and, in straightened economic times, ripe for defunding.

Through these Awards, the Prince's Responsible Business Network in Wales seeks to recognise companies in Wales which are moving beyond box-ticking and one-off CSR-style activity and celebrate those employers which are demonstrating to staff, customers, clients, suppliers, neighbours, stakeholders and to Wales that business is a force for good and makes a positive difference to the challenges faced in Wales.

In this category, judges will be looking a company which has truly embedded responsible business practices into its operations and decision-making processes and which is delivering positive benefits to the company and is having a positive impact on the social, economic and environmental challenges Wales faces.

The Wales Education Award

This Award recognises employers engaged in strategic, needs-led education engagement programmes that are working to ensure that all young people, regardless of social / economic background, are equipped and able to build successful working lives.

According to research from the Joseph Roundtree Foundation, children in Wales receiving free school meals (FSM) are much less likely to achieve the expected GCSE attainment threshold than their counterparts. In 2014, 72% for those pupils receiving FSM did not achieve the expected threshold at age 16 compared with 38% of students not receiving FSM. The wasted potential this represents increases the pressure on business, who at the same time, are struggling to recruit young people with both the skills and characteristics needed.

BBC Cymru Wales reported at the beginning of 2016 that there could be as many as 37,000 roles in Wales which need filling and that 31% of applicants lacked basic numerical skills. Businesses in Wales today need skilled, talented and work-ready people to help them fill positions at their organisation – and the Welsh economy need these people too. To tackle this, business can help develop and create economically viable and cohesive communities by supporting young people in schools.

In this category, judges will be looking a needs-led, sustainable partnership between an employer and a school(s) and for evidence of the positive impact that work of the partnership is having in both the school and workplace.

The Wales Community Partnership Award

This Award recognises employers which have truly engaged with and support local community group(s) and have developed partnerships to deliver long term social and economic benefits to communities in Wales.

Please note that whilst joint applications between employers are not accepted, significant partnerships / relationships between companies could feature in the application.

The social consequences of inequality are costing the UK economy an estimated £39bn per year (The Cost of Equality, The Equality Trust). The consequences of this are far reaching and there is a growing body of evidence showing how these inequalities manifest themselves in ways that include reduced life expectancy, higher rates of illness including mental illness, and higher crime. In Wales, more than one in five people still live in poverty, according to the standard definition, and this has changed very little over the last 15 years (Public Policy Institute for Wales).

Partnership working is at the heart of BITC Cymru's work and has been since the network was established. By bringing together the skills, experience and resources of the private sector, together with local knowledge, passion and understanding from local charities and community groups real, sustainable impacts can be made.

In this category, judges will be looking for a mutually beneficial partnership between an employer and community group(s), a relationship which serves both parties and addresses a social/economic need in the locality (however it is defined) as well as delivering positive impacts for the business.

The Wales Environment Award

This Award recognises companies which are successful and growing, but are achieving commercial success in ways which do not exacerbate resource depletion, climate change or waste management issues.

The last fifty years have seen enormous economic growth that has enabled many people, particularly in the developed world, to enjoy prosperity that previous generations could not even imagine. It is increasingly apparent that our 'take, make, waste' model of debt/consumption based economic success is undermining the prosperity of many today, and of all of us in the future, by destroying natural capital. Businesses need to take urgent action to address key environmental issues – resource scarcity, biodiversity loss and climate change – in order to prosper.

It is this commitment to making a positive difference to the environmental challenges Wales faces, and doing business in a way which minimises environmental impact, which will be recognised through this award.

In this category, judges will be looking for a company which is successful, but has / is achieving success in a way which does not negatively impact on the natural environment or resources or reduces the impact on the environment that its products / services may have.

The Welsh Talent Development Award

This Award recognises employers which are taking proactive steps to recruit, retain and develop talent within the organisation. These could be talent identification and development or recruitment programmes for the benefit of people (of any age) who may be starting their working life, returning to a previous career or starting in a new sector altogether.

People of all ages and backgrounds can face structural barriers to entering, or re-entering, the workforce, including: unclear / unfair recruitment practices, unnecessary experience requirements and challenges when balancing caring or other responsibilities.

Employers that proactively engage with and seek to remove these barriers and that take an open and transparent approach to recruitment will see direct benefits in terms of a more diverse (in terms of age, gender, race, social/economic background, ethnicity etc) workforce, help to bring new ideas and experience into the business and make the organisation a more attractive place to work.

In this category, judges will be looking for a company which is taking active steps to recruit, retain and develop future Welsh talent, regardless of personal, financial or social background, to the benefit of the individual(s) and to the company.

The Volunteering Impact in Wales Award

This Award recognises companies which are making positive impacts in communities and with beneficiary groups, through strategic and planned team volunteering activity.

Volunteering has always been an activity that responsible businesses of all sizes take part in. It is something which can return real benefits to businesses, providing opportunities for upskilling, personal development and training whilst making a positive difference to a beneficiary group. 81% of employees who took part in volunteering said they developed a better understanding of their community as a result and 65% of employees are more likely to work for a business that encourages and promotes volunteering. Volunteering can also make a huge difference to intra-company relationships, with 81% of employed volunteers who volunteered through their workplace agreed that volunteering together strengthens relationships among colleagues.

Long-term and long-lasting benefits come from taking a sustained and planned approach to volunteering with a community / beneficiary group(s). It is this more holistic and strategic approach, rather than *ad hoc* individual volunteering or fundraising.

In this category, judges will be looking for company which recognises the value of employee volunteering and supports it through with a strategic and comprehensive approach.

The Wellbeing at Work Award in Wales

This Award recognises employers which are embedding wellbeing throughout the organisation by taking positive steps to engage employees and keep them active and well and tracking how these efforts are improving the business bottom line.

Employers now cite stress and mental ill health as the number one cause of long term sickness absence, and the Organisation for Economic Co-operation and Development estimates the cost of mental ill health to the UK economy to be £70bn a year (in Wales this cost is £7bn a year), equating to 4.5% of GDP, with a direct cost to employers of £26bn: an average of £1,035 per employee.

Employee engagement, wellbeing, including physical, mental and social elements- affects individuals' lives, business results, and public health. After all, most adults spend the majority of their waking hours at work each week. Companies that truly engage employees and take proactive decisions to embed wellbeing into organisational culture can help employees stay well and manage ongoing health conditions. In turn, this helps their efforts to retain their best talent, reduce sickness absence and increase productivity.

In this category, the judges are looking for a company which actively puts wellbeing considerations at the heart of its decision-processes and takes proactive steps to safeguard employee health (physical and mental).

6. What the judges are looking for

This section provides more details about what the judges are looking to recognise in each of the questions.

Q1) Set out the vision, values or purpose behind your responsible business strategy, approach, activity or programme (maximum score available – 4)

Judges will be looking for a clear outline of the values etc which are at the core of your responsible business strategy / approach / activity / programme. You should also consider how these values go beyond mission statements or corporate buzzwords and are translated into action.

You should also consider where these values have come from – for example are they connected to the history of the business or the personal life story of the owner / founder. If this is the case they may not be articulated in a formal document, but will instead be more of an instinctive feel about how business is carried out.

Another example could be that following a management buyout (or similar change of structure / ownership), all employees were canvassed on what should be the guiding principles of the organisation.

Judges will be looking for evidence of how the values are lived throughout the organisation and links between those values and decisions that are taken across the business (in the boardroom, throughout the supply chain, with customers etc) and relate to the activity you are focussing on in the application.

Q2) Explain how you manage, measure and communicate your responsible business strategy, approach, activity or programme (maximum score available – 4)

Judges will be looking for you to provide information on the processes you have in place to manage (own / oversee), measure (score / link to targets) and communicate (profile / discuss internally and externally) your responsible business practices and / or the positive impacts of your strategy / programme / activity / approach and how adequately you have resourced them.

Here the judges will be looking to understand what processes, mechanisms or structures you have in place that underpin your approach and for an understanding of whether the levels of resource are appropriate.

For example –

- Management – how is your approach to responsible business / the programme you are focussing on managed within your organisation? How essential are your values and behaviours to your organisation's strategy? How is "responsible business" owned, overseen and governed within your organisation – and who is responsible (is there a formal or informal group / committee or senior manager that takes ownership and what role do the board and Chief Executive (or equivalent) play? Do values and behaviours play a role in your appraisal system or how you reward performance? How will you ensure the longevity of your commitments, for example if key staff leave or teams are restructured?
- Measurement – are you setting targets or Key Performance Indicators to track performance? What measures do you use to define success? How do you feedback performance to the senior team, and how is this shared with staff? How do you capture this information? Do you use any tools to help you measure performance in different areas (customer/staff/supplier surveys, industry benchmarks or indices (best places to work, investors in people) etc.
- Communication – part of being a responsible business is talking about it, both internally and externally. How is this achieved? You should consider both internal and external audiences in your answer to this question. Consider what role the CEO (or equivalent) has in internal

communications and how senior management teams break down barriers between employees and management. Does your company use any online or hardcopy communication tools such as newsletters, LinkedIn groups, company newspapers, Yammer, website, an intranet system etc. What external recognition have you achieved and how is this communicated (awards, accreditations, memberships, endorsements) to partner organisations, beneficiaries, potential customers / clients?

Q3) Tell us about the economic / social / environmental (as many as are relevant to your application) impacts you have achieved through your responsible business strategy, approach, activity or programme (maximum score available – 8)

This question is focusses on the positive difference that your company is making through your responsible business commitments and / or the programme / strategy you are focussing on in this application. In this section judges will be looking for evidence of positive impacts on against the targets you have set yourself and how they relate to your business priorities. Please structure your answer using headings / sub titles which are relevant to your business and programme / strategy.

Judges will be looking for evidence (a mix of qualitative and quantitative) of measurable impacts, rather than just outputs. An example of a social impact is outlined below (along with what could be corresponding outputs and impacts):

- Input – resources put into an activity, action, programme, commitment (example – 50 hours of employee volunteering time a month)
- Output – what the resources delivered (example – can resource / sustain 5 reading partnerships in a local primary school)
- Impact – what happened next as a result of the output (example – the reading age of the pupils involved moved up two levels in one academic year)

N.b – there is no need to reference every impact with its corresponding input and output. This example is provided to explain the difference between the three.

It is important to bear in mind that there can often be corresponding business benefits which occur and these are the kinds of examples that judges will be particularly looking for. In the worked example above, the employee could also develop team leadership, communication and project management skills that they return back into their teams or companies. If this is the case for your activity, remember to include this information in your answer to Q4.

The impacts should relate back to the targets that are set for the organisation or be connected to the actions which your values are driving (ref Q1). There should be evidence of a connection through from the organisation's values, into action and into the impacts achieved.

Q4) Outline the direct benefits that have been generated for your as an employer as a result of your responsible business strategy, approach, activity or programme (maximum score available – 8)

This question focusses on the commercial / business benefits which your company has achieved as a result of your programme / strategy / approach to business.

Again, as with Q3, judges will be looking for evidence (qualitative and quantitative) of measurable impacts, rather than simply outputs. An example of a business benefit is outlined below (along with what could be corresponding outputs and impacts):

- Input – resources put into an activity, action, programme, commitment (example – junior partner volunteers 1 day a month as a member of a charity's board)

- Output – what the resources delivered (example – junior partner gains board experience / knowledge of sector)
- Impact – what happened next as a result of the output (example – junior partner returns new skills / knowledge back to the company, refreshing approaches to tender documents and wins 2 new contracts in the subsequent financial year)

N.b – there is no need to reference every impact with its corresponding input and output. This example is provided to explain the difference between the three.

It is important to bear in mind that in this worked example, there could also be a corresponding social benefit (see Q3), whereby the charity board gains the skills and experience of the junior partner, who supports them to rewrite their constitution, helping to safeguard the charity's future existence. If you have examples like this, remember to include these social benefits in your answer to Q3.

The impacts should relate back to the targets that are set for the organisation or be connected to the actions which your values are driving (ref Q1). There should be evidence of a connection through from the organisation's values, into action and into the impacts achieved.

7. Scoring guide

As with the application document, the scoring guide has been updated for 2018. This means there is **one** scoring guide which applies to all the Award categories.

	Poor (0)	Basic (1)	Satisfactory (2)	Good (3)	Excellent (4)
<p>Q1) Set out the vision, values or purpose behind your responsible business strategy, approach, activity or programme</p> <p><i>(maximum score available – 4)</i></p>	<p>There is no evidence of the values or purpose underpinning the strategy, approach, activity or programme.</p>	<p>There is only some basic evidence (limited explanations, little/no information on how the values have been determined/defined) of the values or purpose underpinning the strategy, approach, activity or programme.</p>	<p>There is satisfactory evidence (beginning to include a mixture of qualitative and quantitative evidence and some explanations of how the values have been determined/defined) of the values or purpose underpinning the strategy, approach, activity or programme and evidence that these values are driving decision making.</p>	<p>There is good evidence (includes a good mixture of qualitative and quantitative evidence and good explanations of how the values have been determined/defined) of the values or purpose underpinning the strategy, approach, activity or programme and evidence that these values are core to decision making.</p>	<p>There is excellent evidence (includes a high level of a mixture of both qualitative and quantitative evidence and good explanations of how the values have been determined/defined) of the values or purpose underpinning the strategy, approach, activity or programme and evidence that these values are core to every decision that is made related to the activity/programme.</p>
<p>Q2) Explain how you manage, measure and communicate your responsible business strategy, approach, activity or programme</p> <p><i>(maximum score available – 4)</i></p>	<p>There is no evidence of any management structure(s) to oversee, take ownership of or maintain the strategy, approach, activity or programme.</p> <p>There is no evidence of measurements being made, targets being established and tracked and no evidence of how anything related to the strategy, approach, activity or programme is communicated (internally or externally and with</p>	<p>There is only basic evidence (limited explanations, little/no information regarding the development and establishment of structures and processes) of management structure(s) to oversee, take ownership of or maintain the strategy, approach, activity or programme.</p> <p>There is only some basic evidence of measurements/results being made, the establishment of targets</p>	<p>There is satisfactory evidence (limited explanations, little/no information regarding the development and establishment of structures and processes) of management structure(s) to oversee, take ownership of or maintain the strategy, approach, activity or programme.</p> <p>There is satisfactory evidence of measurements/results being made, the establishment of targets</p>	<p>There is good evidence (includes a good mixture of qualitative and quantitative evidence and good explanations regarding the development and establishment of structures and processes) of management structure(s) to oversee, take ownership of or maintain the strategy, approach, activity or programme.</p> <p>There is good evidence of measurements/results being made, the</p>	<p>There is excellent evidence (includes a high level of a mixture of both qualitative and quantitative evidence regarding the development and establishment of structures and processes) of management structure(s) to oversee, take ownership of or maintain the strategy, approach, activity or programme.</p> <p>There is excellent evidence of measurements/results</p>

	relevant partners / stakeholders).	and the tracking of them and only basic evidence of how anything related to the strategy, approach, activity or programme is communicated (internally or externally and with relevant partners / stakeholders).	and the tracking of them and satisfactory evidence of how anything related to the strategy, approach, activity or programme is communicated (internally or externally and with relevant partners / stakeholders).	establishment of targets and the tracking of them and satisfactory evidence of how anything related to the strategy, approach, activity or programme is communicated (internally or externally and with relevant partners / stakeholders).	being made, the establishment of targets and the tracking of them and satisfactory evidence of how anything related to the strategy, approach, activity or programme is communicated (internally or externally and with relevant partners / stakeholders).
Q3) Tell us about the economic / social / environmental (as many as are relevant to your application) impacts you have achieved through your responsible business strategy, approach, activity or programme (maximum score available – 8)	Poor (0) There is no evidence of any beneficial impacts having been achieved as a result of the applicant's strategy, approach, activity or programme.	Basic (1 – 2) There is only basic evidence of some economic, social or environmental benefits have been achieved, but evidence could be categorised as weak, unconvincing, lacking in statistics, statements or testimonials to confirm assertions or statements which have been made.	Satisfactory (3 – 4) There is satisfactory evidence of reasonable levels of impact having been achieved, with some combination of: - Satisfactory qualitative or quantitative evidence, or - Satisfactory levels of both types of evidence combined Any numerical evidence could be categorised as limited and benefits are likely to be limited to 'outputs' (example – numbers of young people involved in a programme) rather than 'impacts'. In addition to the formal testimonial section, the application may include quotations from a beneficiary.	Good (5 – 6) There is good evidence of strong impacts having been achieved, with a: - Combination of good qualitative and quantitative evidence Numerical evidence provided would both reference output, but go beyond it and refer to positive 'impacts' (example – skill levels developed). In addition to the formal testimonial section, the evidence supplied would include strong endorsements (quotations) from a beneficiary.	Excellent (7 – 8) There is excellent evidence of strong impacts having been achieved, with a: - Combination of excellent qualitative and quantitative evidence The approach taken to achieving 'impact' is exceptional, with evidence that the applicant is seeking to develop the strategy, approach, activity or programme, broadening it in scope, sharing the learnings/model and/or seeking to positively influence policy changes and/or build the capacity of relevant stakeholders. <i>n.b – in awarding '8' as a score in this section, judges are indicating that the response is 'perfect' and there is no room for improvement.</i>

<p>Q4) Outline the direct benefits that have been generated for you as an employer as a result of your responsible business strategy, approach, activity or programme</p>	<p>Poor (0)</p>	<p>Basic (1 – 2)</p>	<p>Satisfactory (3 – 4)</p>	<p>Good (5 – 6)</p>	<p>Excellent (7 – 8)</p>
<p><i>(maximum core available – 8)</i></p>	<p>There is no evidence of the employer having achieved any benefits as a result of the applicant's strategy, approach, activity or programme.</p>	<p>There is only basic evidence of some benefits to the company having been achieved, but evidence could be categorised as weak, unconvincing, lacking in statistics, statements or testimonials to confirm assertions or statements which have been made.</p>	<p>There is satisfactory evidence of reasonable levels of business related benefits having been achieved, with some combination of:</p> <ul style="list-style-type: none"> - Satisfactory qualitative or quantitative evidence, or - Satisfactory levels of both types of evidence combined <p>Any numerical evidence could be categorised as limited and benefits are likely to be limited to 'outputs' (example – numbers of employees engaged) rather than 'impacts'.</p> <p>In addition to the formal testimonial section, the application may include quotations from a beneficiary.</p>	<p>There is good evidence of strong business related benefits having been achieved, with a:</p> <ul style="list-style-type: none"> - Combination of good qualitative and quantitative evidence <p>Numerical evidence provided would both reference output, but go beyond it and refer to positive 'impacts' (example – analysis of cost savings, skills developed etc).</p> <p>In addition to the formal testimonial section, the evidence supplied would include strong endorsements (quotations) from a beneficiary.</p>	<p>There is excellent evidence of strong business related benefits having been achieved, with a:</p> <ul style="list-style-type: none"> - Combination of excellent qualitative and quantitative evidence <p>The approach taken to achieving 'impact' is exceptional, with evidence that the applicant is seeking to develop the strategy, approach, activity or programme, broadening it in scope, sharing the learnings/model with relevant industry or sector bodies, and/or seeking to positively influence policy changes and/or build the capacity of relevant stakeholders.</p> <p><i>n.b – in awarding '8' as a score in this section, judges are indicating that the response is 'perfect' and there is no room for improvement.</i></p>