



The Prince's
Responsible
Business Network



Responsible Business in Action

WHEN INSIGHT LEADS TO ACTION

29 April 2019

Kindly hosted by



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Tracker Insights

25/03/2020

Responsible Business Tracker®

TRACKER INSIGHTS REPORT

April 2019



UNIVERSITY OF
BIRMINGHAM

BIRMINGHAM
BUSINESS
SCHOOL



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INSIGHT AND STRATEGY DRIVING IMPACT

- **72%** have started formally engaging employees & senior leaders to identify priority responsible business issues. But only **16%** have gone further by integrating them into the risk register and consulting externally.
- **61%** consider social factors during product or service development. But only **39%** have processes in place to be able to change a design if they have a high level of negative impact or no real social impact.
- **53%** tailor their tenders to include responsible business questions but only **31%** check the quality rather than the existence of a policy.



LEADERSHIP AT EVERY LEVEL



94%

Can share a CEO commitment to responsible business for the coming year.

17%

Have integrated into departmental roles with clear targets at team level.

IMPACT THROUGH COLLABORATION

- **55%** using the Global Goals to inform individual initiatives
- But only **30%** have used them to understand risk to their business model and **25%** are using the Goals for innovation.
- The Global Goals are providing a clear focus in sectors to prompt collaboration



WHAT COMES NEXT?

- Be ambassadors, keep sharing and bringing others with you. Together we'll create momentum and change.
- In May, we're holding UK-wide events to share great examples of responsible business in action.
- Launch in September, the refreshed and updated survey and platform will have scoring, benchmarking and recognition, to help you gain the internal traction to drive change.
- The Tracker will be the cornerstone of your BITC membership, to help us to work together to plan how best we can support you. Contact us to find out more!



MAPPING THE POSSIBLE

Diversity & Inclusion (34%)



Health & Wellbeing (52%)



Education (25%)



Good Work & Inclusive Growth (20%)



Net Zero Carbon (22%)



Circular Economy (13%)



Healthy Ecosystems (2%)



HEALTHY ECOSYSTEMS



38%

Have identified the business dependencies and future risks or opportunities related to the health of ecosystems. This increased to 50% of the Utilities, Energy & Transport sector.

only 11%

Have a comprehensive healthy ecosystems strategy that addresses all elements and types of risks and opportunities.



Utilities, Energy and Transport

CIRCULAR ECONOMY & RESOURCE PRODUCTIVITY



50%

Collaborate with other organisations in their value chain to identify and address future resource risk and circular economy opportunities, this increased to 73% for Retail & Food Producers

33%

Of Forerunners have a circular economy strategy

22%

Have defined the direct business impact they are expecting from their strategy



Utilities, Energy and Transport



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NET ZERO CARBON



63%

Have set objectives, targets and KPIs for their carbon reduction strategy. This rises to **92%** for the Utilities, Energy & Transport sector

only 22%

Have developed science-based targets for carbon reduction linked to global targets



Utilities, Energy and Transport



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EDUCATION



77%

Have identified risks and opportunities related to schools and wider education

only 42%

Have a comprehensive strategy for schools and wider education. 44% have set objectives, targets and KPIs to monitor and evaluate the effectiveness of their strategy

No dominant sector



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GOOD WORK & INCLUSIVE GROWTH



73%

Of forerunners consider research and engage with stakeholders to understand the most effective way to ensure they offer accessible, good work

only 34%

Have a comprehensive strategy linked to risks and opportunities for ensuring accessible good work in all areas of the business



Utilities, Energy and Transport



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DIVERSITY & INCLUSION



83%

Explicitly consider diversity criteria when making promotions and staff development decisions for senior employees

only 39%

Have targets for diversity in the composition of their management teams that drive appointments



Services

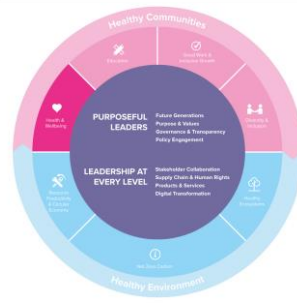


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HEALTH & WELLBEING



88%

Have identified Health & Wellbeing risks and opportunities for their business

only 53%

Have comprehensive strategies with support and monitoring at the highest level. With just **25%** establishing key performance indicators



Construction, Engineering and Technology



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POLICY ENGAGEMENT



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.



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STAKEHOLDER COLLABORATION



45%

Have formally mapped their stakeholders.

31%

Consider suppliers a key stakeholder group. Need to work more closely with suppliers across issues.

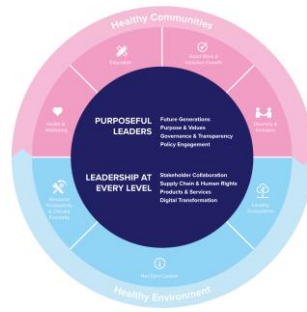


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SUPPLY CHAIN & HUMAN RIGHTS



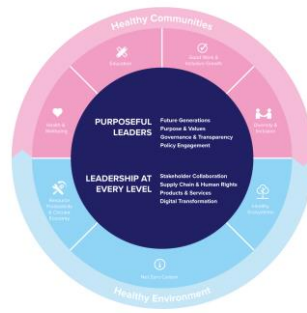
67%

Of Forerunners offer safe and confidential grievance channels and processes, so communities can complain or raise concerns about human rights violations

22%

Of business have verified their human rights impacts through stakeholder engagement consultations. However, **55%** of Retail and Food businesses have done so.

DIGITAL TRANSFORMATION



14%

Of Forerunners chose digital transformation as one of their two highly material issues.

Top challenges:

- **47%** - changing nature of work and the need to provide employees with digital skills and lifelong learning
- **47%** - future impact of automation and identifying where technology complements, not replaces, humans
- **44%** - reconsidering its value proposition to customers

A NEW JOURNEY

- Embrace challenges of Global Goals
- Leaders set ambition and driving strategy
- Translate ambition into action and accountability
- Reflect on your priorities on environmental issues
- Measure and report on impact
- Move beyond process to products and services
- Undertake collective action that others can learn from



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CASE STUDIES

Best Practice examples

Responsible Business Tracker® & Awards

Business in the Community member companies



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BEST PRACTICE – GLOBAL GOALS

**Mapping the Global
Goals**

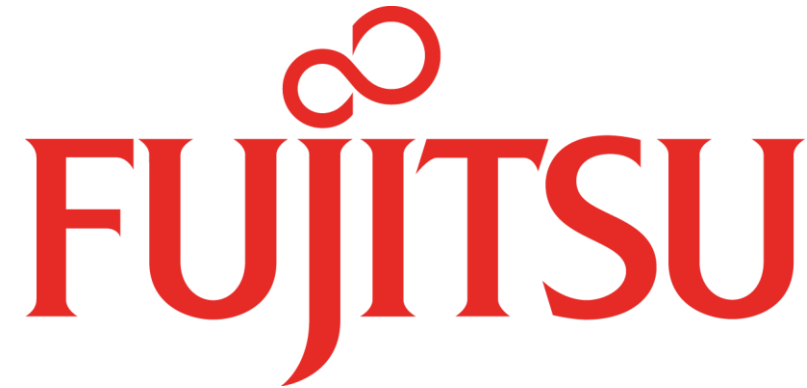
Burges Salmon



BEST PRACTICE – FUTURE GENERATIONS

**Radar pilot – talent
programme**

Fujitsu



BEST PRACTICE – PURPOSE & VALUES

**Integrating purpose –
Next 47**

Siemens

SIEMENS

Ingenuity for life

BEST PRACTICE – GOVERNANCE & TRANSPARENCY

**Charter and
independent scrutiny
board**

ENGIE



BEST PRACTICE – POLICY ENGAGEMENT

**Innovate ahead of
legislation**

Boots UK



BEST PRACTICE – STAKEHOLDER COLLABORATION

Collaboration to create change

Sky



BEST PRACTICE – PRODUCTS & SERVICES

**Responsible service
development**
Trivallis

Trivallis.

BEST PRACTICE – SUPPLY CHAIN & HUMAN RIGHTS

Global Supply Chains

JTI



BEST PRACTICE – SUPPLY CHAIN & HUMAN RIGHTS

Human Rights
Marshalls



BEST PRACTICE – DIGITAL TRANSFORMATION

**Delivering service in a
new digital way**

**South Wales Police in
collaboration with
Gwent Police**



BEST PRACTICE – HEALTH & WELLBEING

**Health & Wellbeing
Strategy – parity on
programmes**

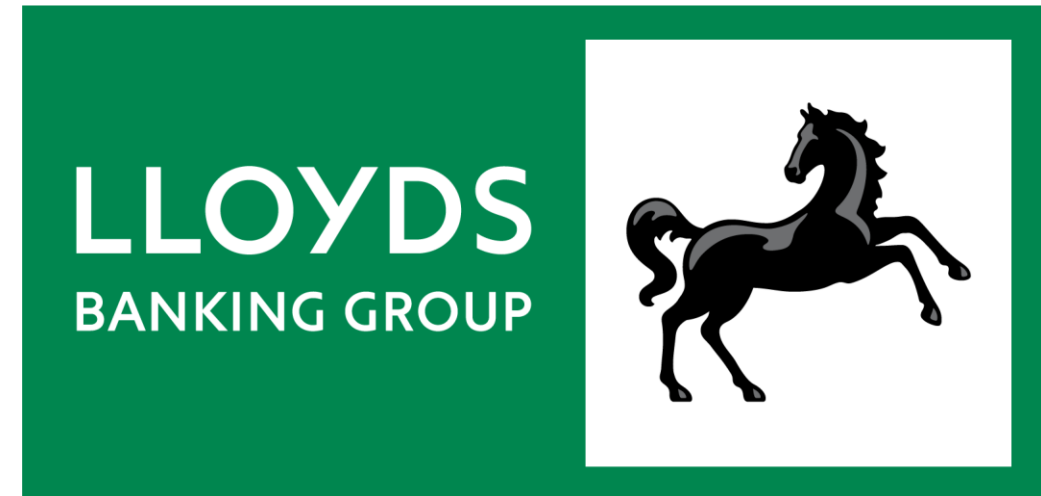
Kier Group



BEST PRACTICE – DIVERSITY & INCLUSION

**Diversity in senior
management**

Lloyds Banking Group



BEST PRACTICE – EDUCATION

Education partnership approach

A.F. Blakemore

a.f. blakemore
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BEST PRACTICE – GOOD WORK & INCLUSIVE GROWTH

Business change in a co-operative way

Lincolnshire Co-operative



BEST PRACTICE – CIRCULAR ECONOMY & RESOURCE PRODUCTIVITY

**Collaboration for
innovation**

Viridor, Pennon Group



BEST PRACTICE – NET ZERO CARBON

**Carbon reduction
targets**
Capgemini



BEST PRACTICE – HEALTHY ECOSYSTEMS

**Protecting natural
assets**

**Northumbrian Water
Group**



HOW WE'RE GOING TO USE THE DATA

Internal

- Blog posts (from our team)
- Providing campaign teams with data
- Feed into the support we offer to members (filling the gaps)
- Segmentation of sectors – targeted insights for specific groups (BD for future cycles)
- **Any questions you get all the time??**

External

- Sharing best practice (in the Insights report, also on specific issues of value to them).
- Tracker participants – individual reports, benchmarking, also happy to share specific ad-hoc requests (can only share aggregated/anonymised data)

ISSUE AREA- SPECIFIC STATS/CASE STUDIES

Issue Area Contacts

- Future Generations and Purpose & Values – Hannah Rowley
- Governance & Transparency, Policy Engagement, Stakeholder Collaboration, Supply Chain & Human Rights, Products & Services – Jess Runicles
- Digital Transformation – Alastair Loasby
- Health & Wellbeing – Aishlyn Angill-Williams
- Education – Rachael Saunders and Cheryl Phillips
- Good Work & Inclusive Growth – Nicola Inge and Charlotte Gibb
- Diversity & Inclusion – Thomas Colquhoun-Alberts (and campaign teams)
- Resource Productivity & Circular Economy – Libby Sandbrook
- Net Zero Carbon – Elizabeth Edgington
- Healthy Ecosystems – Amanda Skeldon

