

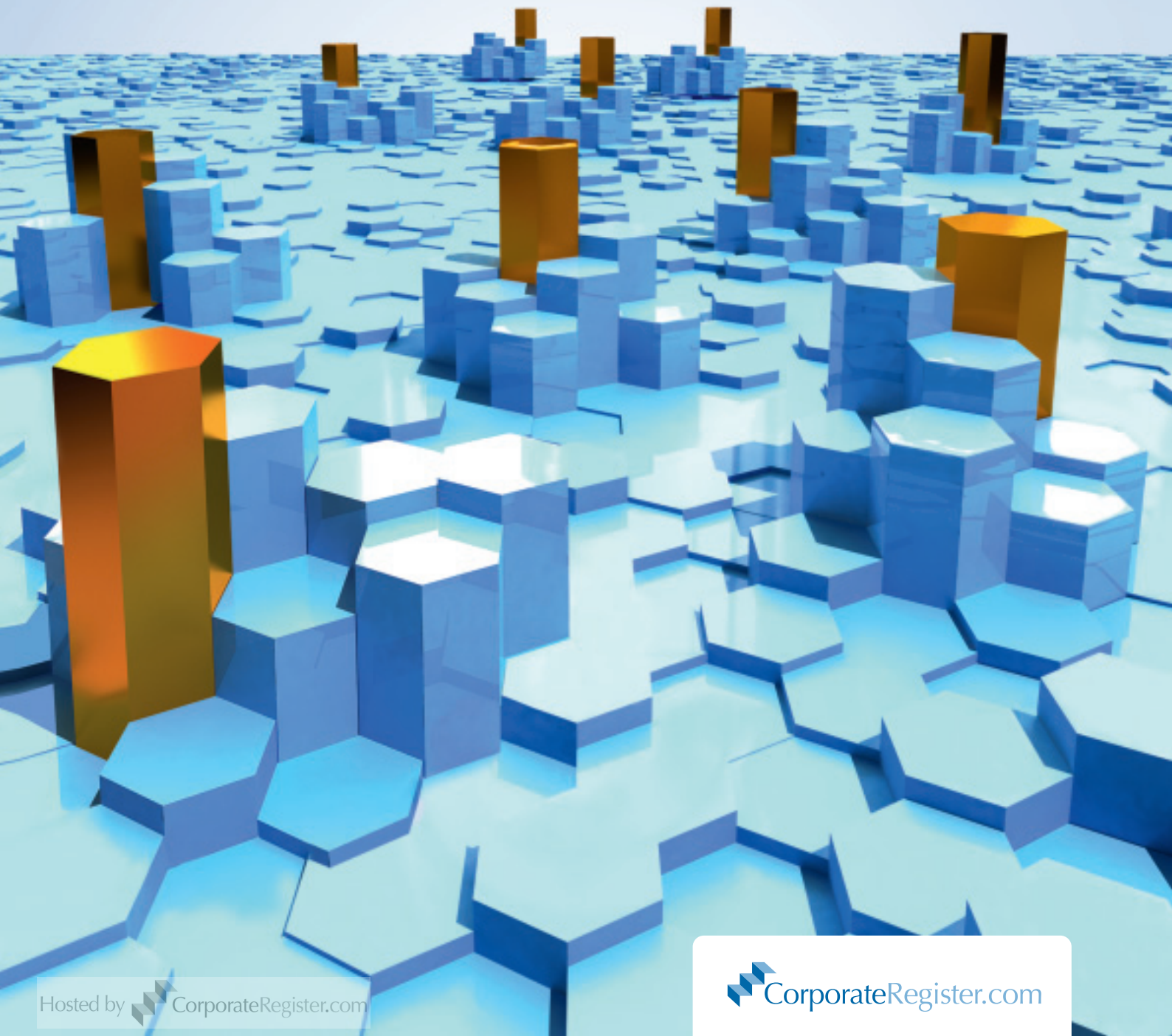
CRRA

CRReportingAwards '13

2013 Global Winners

Experienced stakeholders judge the world's leading CR reports

April 2013





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April 2013

Dear Stakeholder

This is the sixth year of the CR Reporting Awards (CRRRA), introduced in August 2007 as the first annual global CR reporting awards programme.

After five successful years we decided it was time to evaluate and improve the CRRRA. We have done this in two areas:

- 1) The award categories. We still have nine categories, but we've discontinued the 'Best SME Report' (we had too few entries) and introduced 'Innovation in Reporting' in its place.
- 2) The reports open for online voting. Until now have we accepted every report entered into the Awards, and presented all the entries for each category for online voting. We now have a short-listing procedure, whereby every entrant is evaluated by an independent third-party shortlisting team against a set of criteria based on our '3Cs' areas of Content, Communications and Credibility. This evaluation results in a score from 1-100. The ten highest scoring reports in each category are then shortlisted and presented for online voting.

Our third-party shortlisters do not assess the reports against the criteria of the award categories – this is the role of the online voters, our site users. This new procedure ensures that all the short-listed reports are of very high quality, and it also makes voting easier for our online voters, with fewer reports to evaluate and select.

Thank you to all those who voted to identify this year's winning reports, which may be considered the world's best CR reports. Congratulations to the winners, and also to all the shortlisted reporters – these are all leading reports and we are pleased to give them the recognition they deserve.

We've made a further change this year, this time not for the CR Reporting Awards, but for this report. We have just completed our first 'CR Perspectives' online global reporting survey among our registered users. This survey examines the global CR reporting landscape using our tried and tested reporting '3Cs' framework, looking at such issues as mandatory/voluntary reporting, framework, materiality, integration, stakeholder audiences and report assurance. We will be publishing a 'CR Perspectives' report to share the insights from this survey, combining it with the statistics, charts and trends which we usually include in this CRRRA report. So this CRRRA report no longer includes the annual global overview and trends, which will instead be presented in the forthcoming report.

As always, I would be grateful for your views and feedback.



Paul Scott
Managing Director

The CR Reporting Awards 2013

We're proud to present the sixth global independent annual awards for CR reporting. Thank you to all this year's participants and especially to our voters for making this possible.

Why we host the Awards

As CR reporting continues to develop (every year more organisations publish more reports across a wider range of sectors and countries) the CRRRA serves to identify the 'best' reports, those our community of global CR stakeholders judges to be most effective. Different regions and sectors develop their own specific reporting 'flavours' and there is always an inherent tendency for reporters to create their own niche approaches. The CRRAs encourage our global online audience to evaluate, compare and contrast a wide range of reports, and we hope this helps develop and support a sense of cohesion and shared direction in CR reporting.

Our company is small, focused on corporate responsibility, and independent – we carry no advertising, we receive no grants or subsidies, and we value our ability to say what we think. Thankfully we have 40,000 registered users who let us know we're on the right track, and the most active supporters constitute our online CRRRA jury. We invite these stakeholders to pick the CRRRA winners.

How we organise the CR Reporting Awards

We have a structure of nine reporting categories:

- Best Report
- First Time Report
- Best Integrated Report
- Carbon Disclosure
- Creativity in Communications
- Innovation in Reporting
- Relevance & Materiality
- Openness & Honesty
- Credibility through Assurance

Taking September 2011 to September 2012 as the relevant reporting period, we invited organisations with reports profiled on CorporateRegister.com to submit their entries. All organisations entering at least two categories receive a free invitation to attend our annual CR event at The Royal Society, London.

This year 85 organisations entered the CRRRA, with 164 entries across the 9 categories.

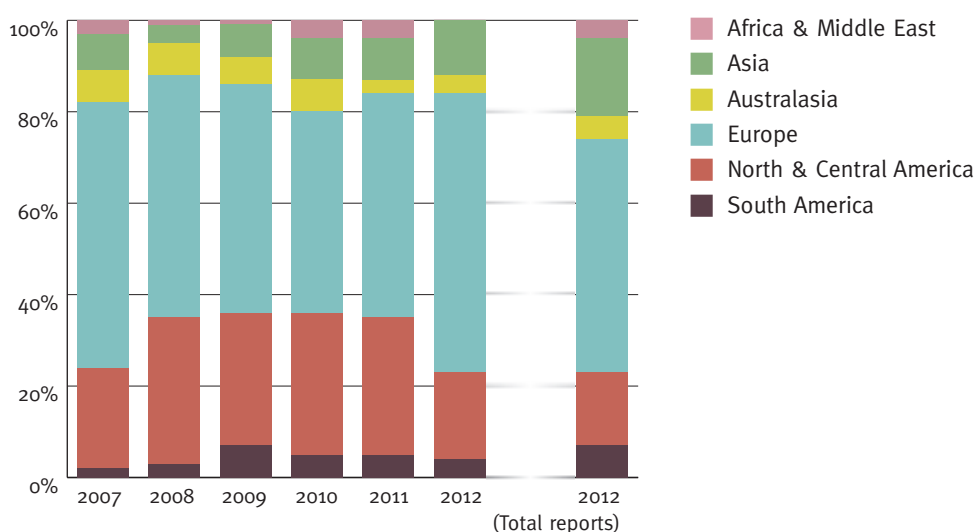
Awards Timeline



The CRRA Entrants

This year's entrants have a broadly similar regional profile to previous CRRAs, but compared with the previous year we see slightly fewer reports from Asia and North America, and more from Europe. The '2012 total reports' column illustrates the regional distribution of all reports on our database (over 6,000) published during 2012. There is a close match between our latest awards entrants, and our overall database. Please note that while this is the CRRA'13, the reports are from 2012.

Fig 1: CRRA Entrants by region



The Results – online voting

Voting opened November 30th 2012 and closed February 11th 2013. All CorporateRegister.com signed-up users could view the entries and use a single set of votes during the voting period. Voters could review their choices, change their minds and add further votes as often as they wished, until the deadline. Every shortlisted entry had an additional summary document setting out its strengths regarding the category entered – this was a new feature introduced for the CRRA'13 to assist our voters.

Voters could also leave comments on any entry. These comments are all anonymised and sent as feedback to the reporting organisations as part of their CRRA entry feedback report. Other elements of the entry feedback reports include graphs showing the voting results and the voting patterns for each entry (by stakeholder audience and region). Over the voting period 6,084 votes were registered – a marginal decrease on the previous year (6,365).

Integrity of the voting process

We have had a voting integrity process in place since the CRRA was launched in 2007. It's very important that all votes are genuine and that the winners are just that – the real winners. The fact that we have had to discount so many votes in previous years has demonstrated the lengths some have gone to in attempting to 'game' the voting. There are two types of votes which we discount: 'Invalid' and 'Bad'.

We don't allow employees of reporting organisations to vote for their own reports: Such votes are 'invalid'. We remind organisations and voters of this rule at every opportunity. Without it, the largest organisations with the most employees might encourage their employees to sign up and vote, thereby skewing the entire process. We identify all voters, check whether they have voted for their own organisation, and discount such votes. This process takes us several weeks.

We also track other votes which we discount for a number of reasons: Voters may have used fictitious details, voted repetitively for one company only, or used a number of other methods. We call all these votes ‘Bad’ and they are removed.

This year we discounted 6% of all votes, the same percentage as the previous year. We are very pleased at this continued low percentage compared with 21% two years ago. This is almost entirely due to our excluding entries from organisations with a record of invalid votes in previous years.

Whose votes did we remove? Whereas in previous years up to 80% of ‘invalid’ or bad’ votes were for a few companies in one single country, this year the distribution is much wider, and more closely reflects the distribution of the entries. A ‘thank you’ to all our voters for sticking to the rules!

Fig 2: CRRA ‘Good votes’ vs ‘Bad’/‘Invalid’ votes

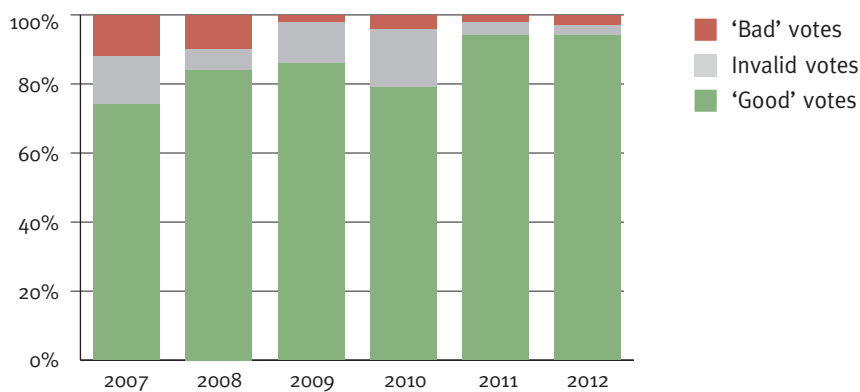
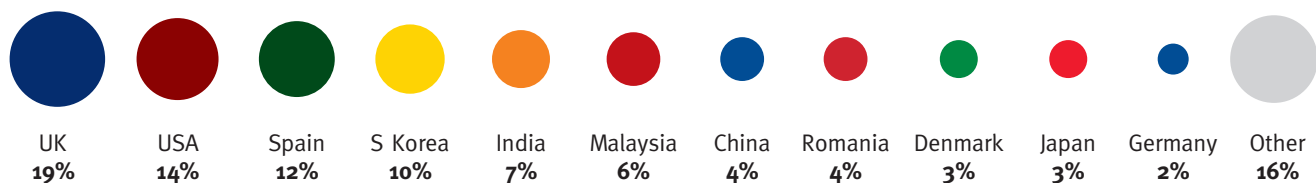


Fig 3: CRRA'13 'Bad'/'Invalid' votes by country



The remaining 5,739 valid votes formed the basis for our results – a slight decrease on last year. Points to bear in mind are a) The voting period was several weeks shorter this year – voting opened one month later due to the time taken by shortlisting, and b) Because of the shortlisting, the number of entries was reduced by half, so this year's votes were spread across half the number of reports, compared with previous years. Votes in the following two charts are all 'Good'.

Fig 4: CRRA votes by region

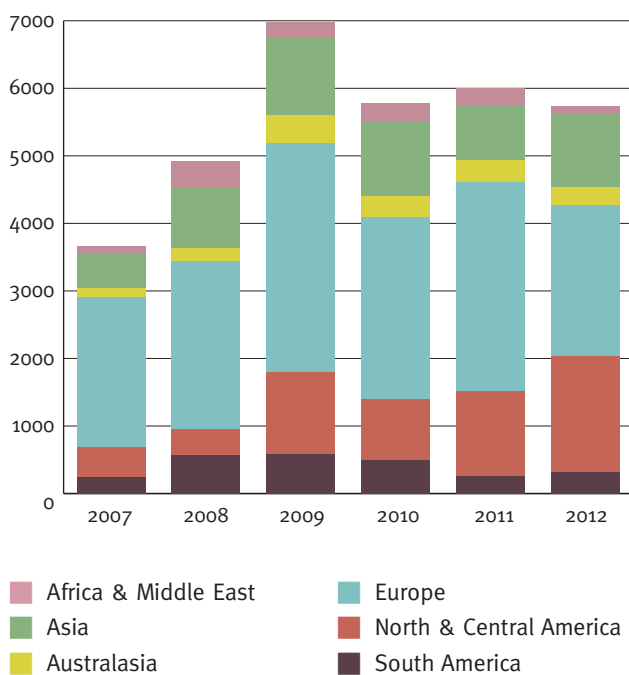
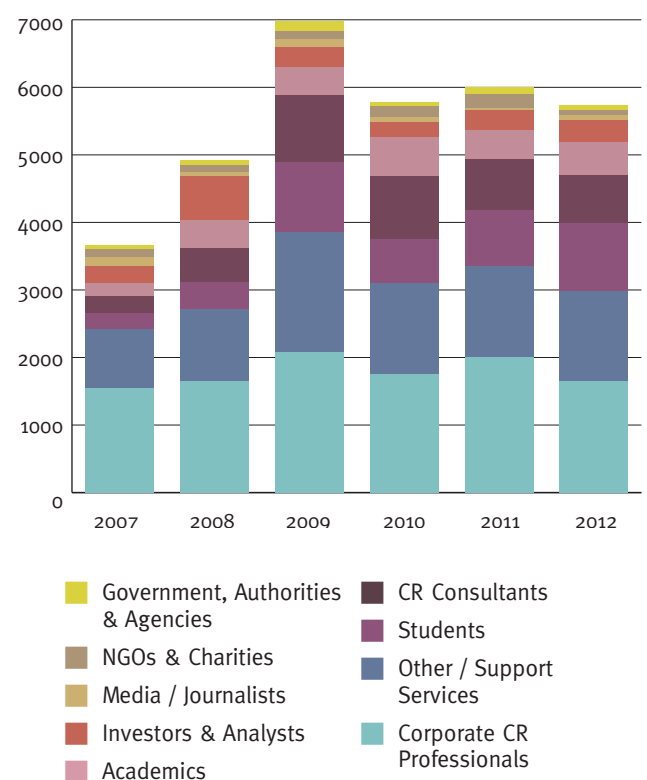


Fig 5: CRRA votes by stakeholder group



Best Report The winners

This is the category for the best overall CR report published in 2011-2012.

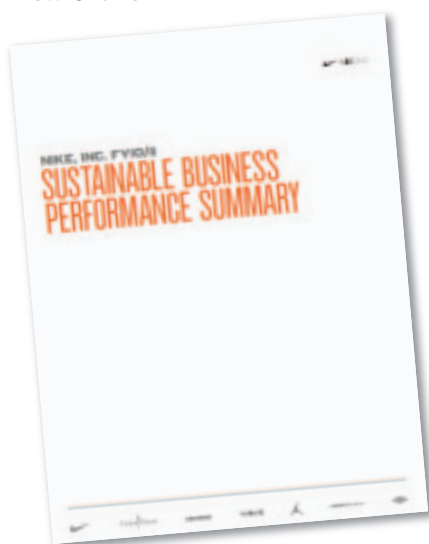
What makes a good report? This is open to debate, which makes the results all the more revealing. We asked our users to consider five essential elements: Content, Communication, Credibility, Commitment & Comparability.

The results

Winner Nike Inc

Corporate Responsibility & Sustainability Report 2010/2011

[View online](#)



Selected voters' comments on the report:

"Most innovation, openness & transparency, beautiful interactivity and engaging to read with infographics. Shows demonstrable progress on KPIs."

Other / Support Service, USA

"Great graphics, understandable to lay people, but goes into depth on important measures."

Government, Authorities & Agencies, USA

"Clear and structured and a strategic approach. Information is easy to get. Has indexes and goals that show the progress."

Other / Support Service, Finland

Runner Up #1 Intel Corporation

[View online](#)



Runner Up #2 Coca-Cola Enterprises Inc

[View online](#)

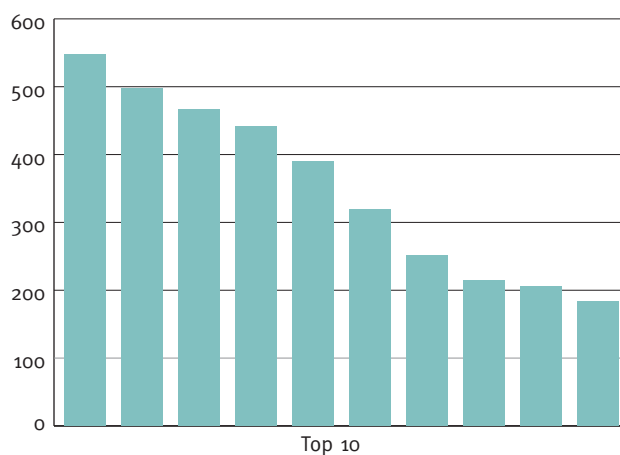


- 4th Marks and Spencer plc
- 5th La Trobe University
- 6th Co-operative Group Limited
- 7th NH Hoteles SA
- 8th British American Tobacco plc
- 9th ING Groep NV
- 10th International Flavors & Fragrances Inc

How the winners won

Distribution of scores

Fig 6: All scoring entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	81	131	42
Assurance	✓	✓	✓
Global Compact Index	✓	✓	✓
GRI Index	✓	✓	✓
Hard Copy Format	✗	✓	✓
PDF Format	✓	✓	✓
HTML Format	✓	✓	✗

Scoring by stakeholder group, compared with average across all categories

Fig 7a: This category

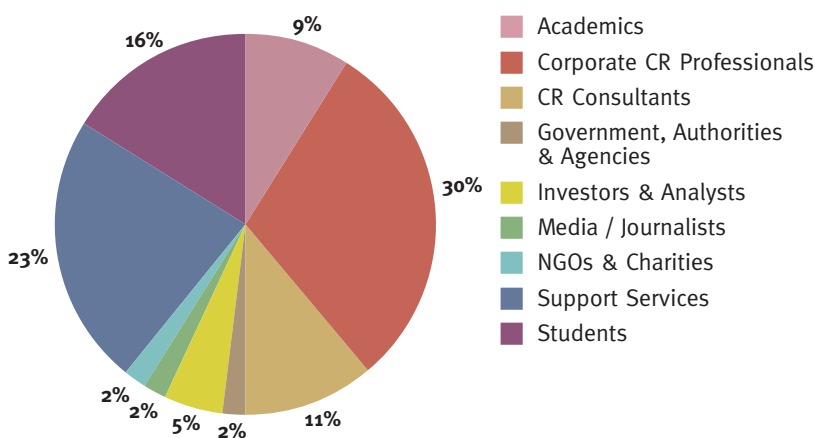


Fig 7b: Overall

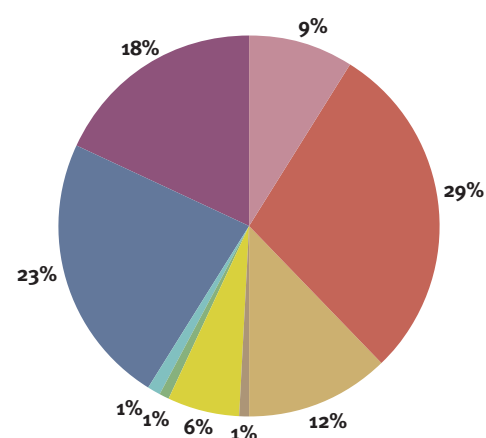
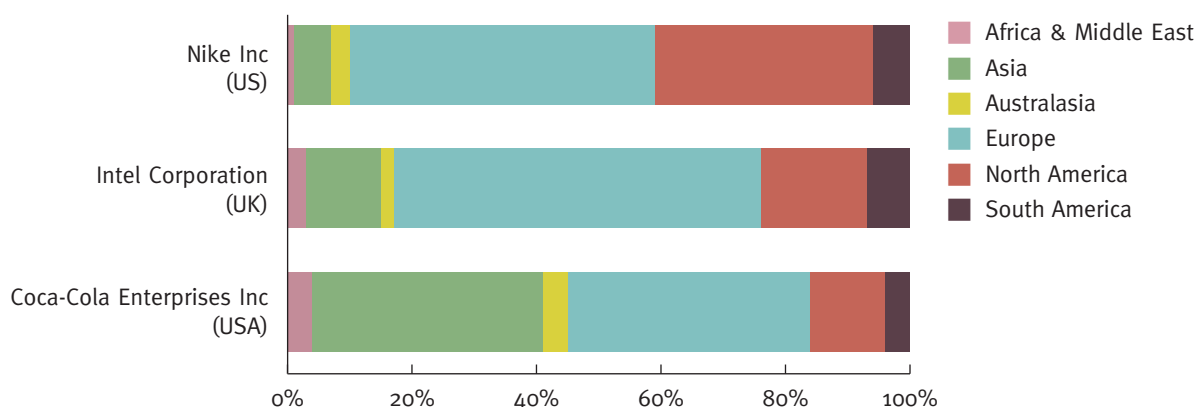


Fig 8: Scoring by region for the top three reports



Best First Time Report The winners

The category was for companies who had produced their very first CR report. We define a first-time CR report as an organisation's first-ever non-financial report.

The results

Winner

Samsung Engineering Co Ltd

2011 Samsung Engineering Sustainability Report

[View online](#)



Selected voters' comments on the report:

"Excellent inclusivity, transparency, and responsiveness."
CSR organisation, UK

"Excellent and thorough content, shareholders should be proud."
Corporate CSR Professional, USA

"Strategy and rationale described well."
CSR Consultant, Sri Lanka

Runner Up #1 RockTenn

[View online](#)



Runner Up #2 GSK Romania

[View online](#)

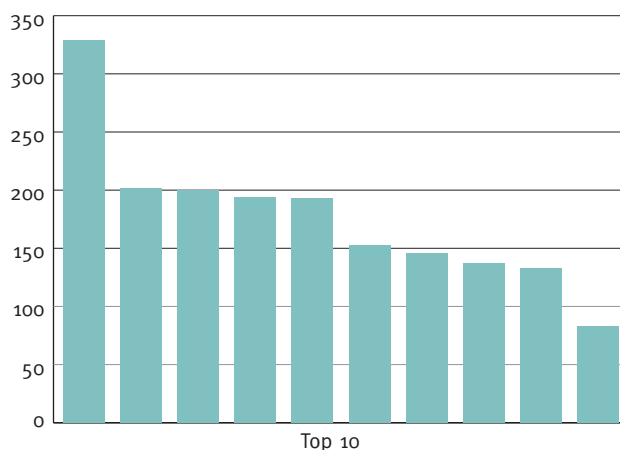


- 4th New World Resources Plc
- 5th VELUX AS
- 6th United Rentals Inc
- 7th POSCO Engineering & Construction Co Ltd
- 8th Golder Associates Corporation
- 9th Sime Darby Berhad
- 10th Agco Corporation

How the winners won

Distribution of scores

Fig 9: All scoring entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	80	59	76
Assurance	✓	✗	✗
Global Compact Index	✗	✗	✓
GRI Index	✓	✓	✓
Hard Copy Format	✓	✓	✓
PDF Format	✓	✓	✓
HTML Format	✗	✗	✗

Scoring by stakeholder group, compared with average across all categories

Fig 10a: This category

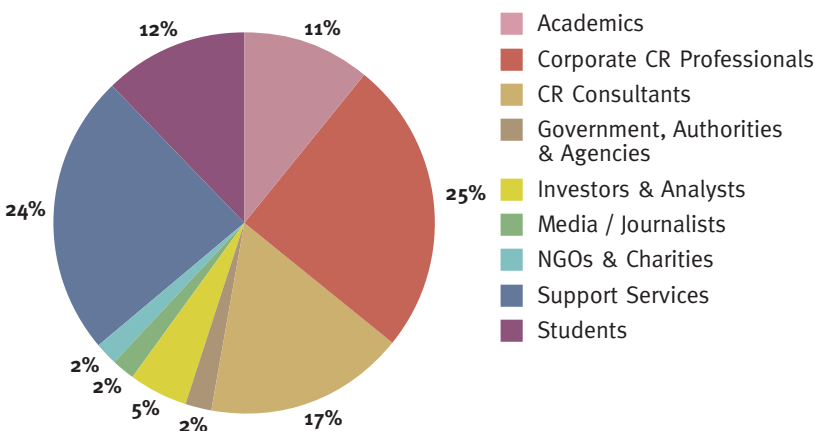


Fig 10b: Overall

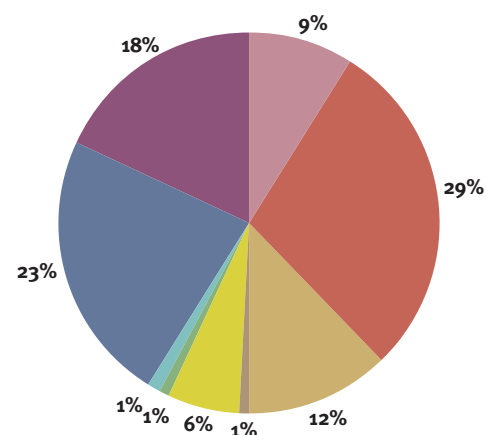
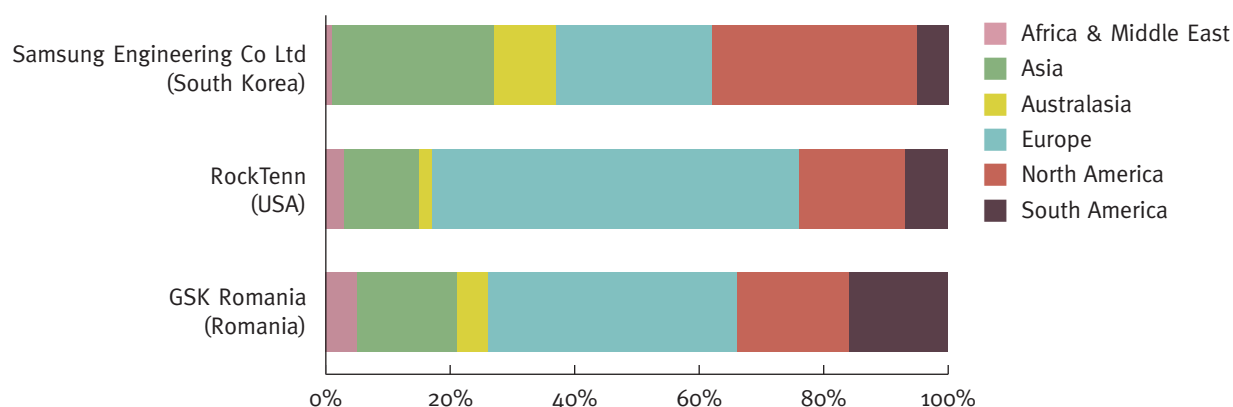


Fig 11: Scoring by region for the top three reports



Best Integrated Report The winners

We define an integrated report as one in which a company combines non-financial aspects into their Annual Report & Accounts (AR&As). The best of these reports integrate the financial and non-financial aspects throughout, they do not just include a section on non-financial aspects. Which report best illustrates the interplay of financial and non-financial issues on organisational performance?

The results

Winner

Novo Nordisk A/S

Annual Report 2011

[View online](#)



Selected voters' comments on the report:

"Model example of an integrated report"

Student, Australia

"The content is well structured. The flow of information from both financial as well as non-financial areas is well written."

Other / Support Services, India

"Great commitment to sustainable development in line with integration to the organisation's strategies."

Corporate CSR Professional, Sri Lanka

Runner Up #1

Vancouver City Savings Credit Union (Vancity)

[View online](#)



Runner Up #2

Takeda Pharmaceutical Company Limited

[View online](#)

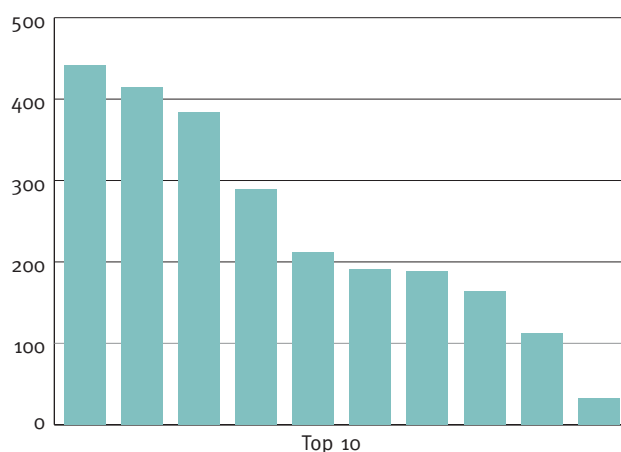


- 4th CPA Australia Ltd
- 5th Wilderness Holdings Limited
- 6th WPP Group plc
- 7th Hyundai Engineering & Construction Co
- 8th Flughafen München GmbH
- 9th MOL Group
- 10th Engro Chemical Pakistan Limited

How the winners won

Distribution of scores

Fig 12: All scoring entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	114	165	127
Assurance	✓	✓	✗
Global Compact Index	✓	✗	✓
GRI Index	✓	✓	✗
Hard Copy Format	✓	✓	✓
PDF Format	✓	✓	✓
HTML Format	✗	✗	✗

Scoring by stakeholder group, compared with average across all categories

Fig 13a: This category

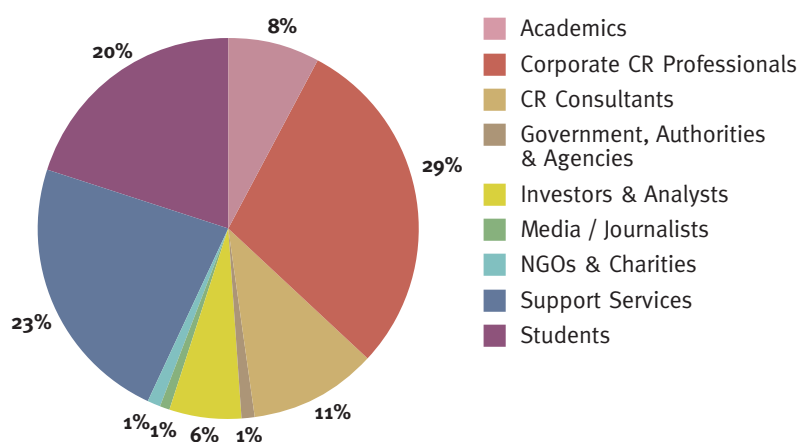


Fig 13b: Overall

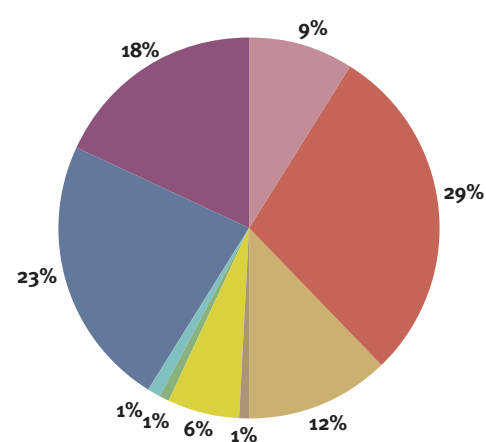
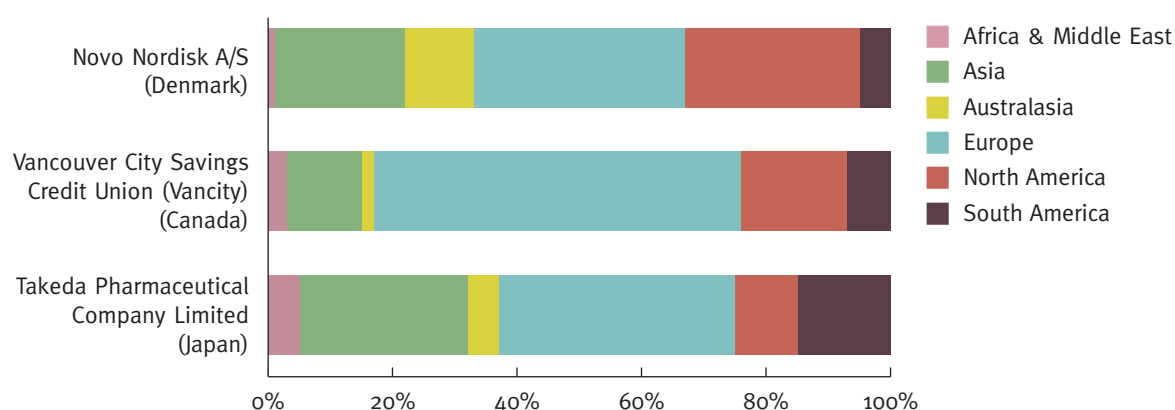


Fig 14: Scoring by region for the top three reports



Best Carbon Disclosure The winners

Which report gives the best disclosure of the company's carbon emissions, the implications for climate change, and the mitigation measures taken? We prompted voters to check for policy, quantified data and targets.

The results

Winner

Hydro Québec

Sustainability Report 2011

[View online](#)



Selected voters' comments on the report:

"Gives priority to carbon reporting."
CSR Consultants, Sri Lanka

"Clear and informative information on carbon and climate change, which links into the sustainability plan, stakeholder feedback, energy efficiency, the portfolio, performance spread sheet."
Academic, Germany

"Good mix of text, charts and illustrations make this report successful in carbon disclosure."
Other / Support Service, USA

Runner Up #1

Xstrata plc

[View online](#)



Runner Up #2

Royal Dutch Shell plc

[View online](#)

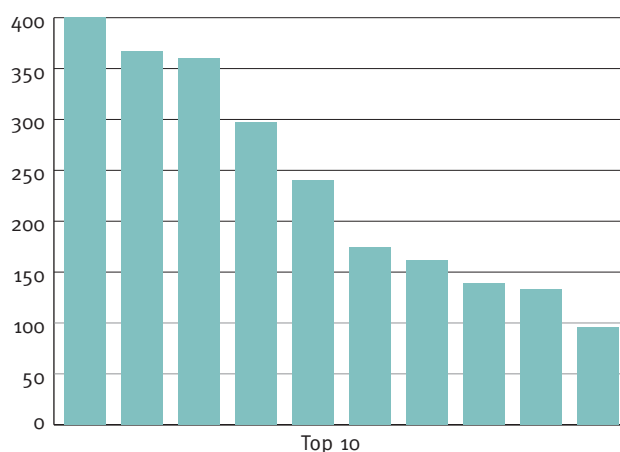


- 4th Coca-Cola Enterprises Inc
- 5th Hyundai Engineering & Construction Co
- 6th Gas Natural SDG SA
- 7th Banco Bradesco SA
- 8th Alcatel-Lucent
- 9th British Sky Broadcasting Group plc
- 10th Hess Corporation

How the winners won

Distribution of scores

Fig 15: All scoring entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	48	84	42
Assurance	✓	✓	✓
Global Compact Index	✗	✗	✓
GRI Index	✓	✓	✓
Hard Copy Format	✓	✓	✓
PDF Format	✓	✓	✓
HTML Format	✓	✗	✓

Scoring by stakeholder group, compared with average across all categories

Fig 16a: This category

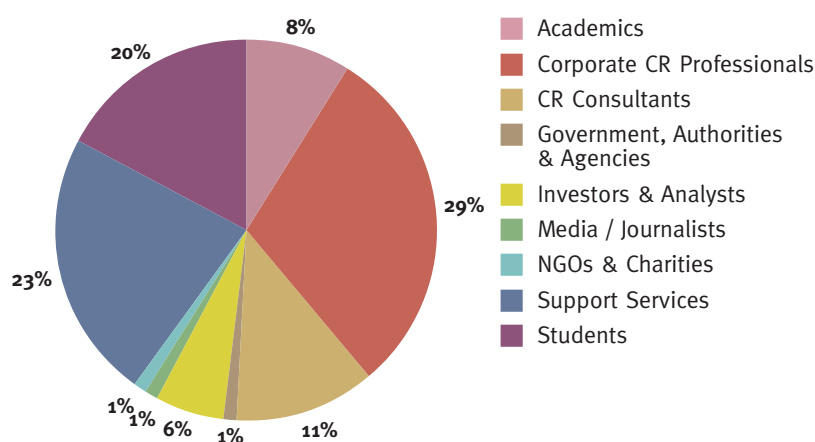


Fig 16b: Overall

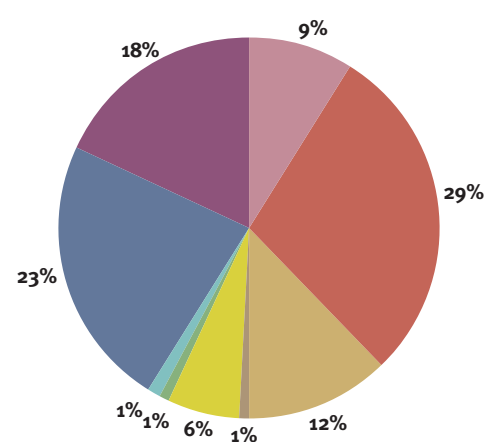
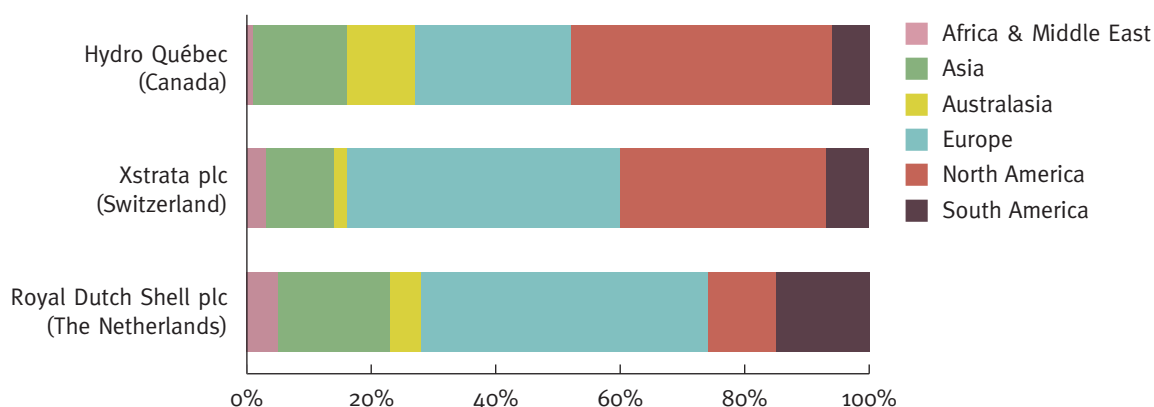


Fig 17: Scoring by region for the top three reports



Creativity in Communications The winners

Which report is a real pleasure to read, because the authors have given thought to both the content and the reader? Do you find the report engaging and informative, or boring and unimaginative? This award is for the report which best succeeds in getting its message across, using creativity as a defining factor.

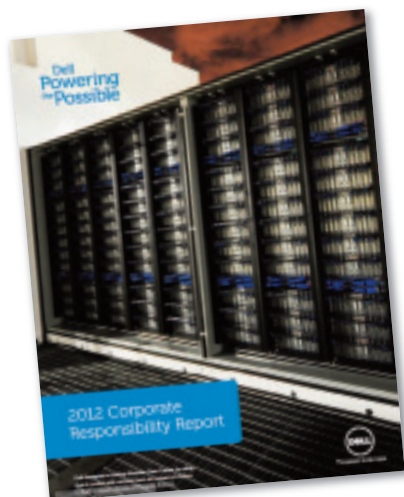
The results

Winner

Dell Inc

2012 Corporate Responsibility Report

[View online](#)



Selected voters' comments on the report:

"A long report which is easy to navigate and an informative, interesting read thanks to good design and use of visual elements, but the best part is the extensive hyperlinking to external references and further information."

Corporate CSR Professional, UK

"Well organized presentation."

CSR Consultant, Sri Lanka

"The hundreds of links make this a useful resource, and as it's a pdf it's easier to browse and store than a mini-website would be."

Academic, Australia

Runner Up #1

Coca-Cola Enterprises Inc

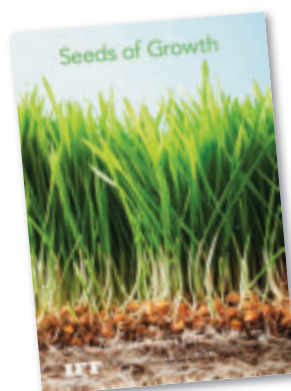
[View online](#)



Runner Up #2

International Flavors & Fragrances Inc

[View online](#)

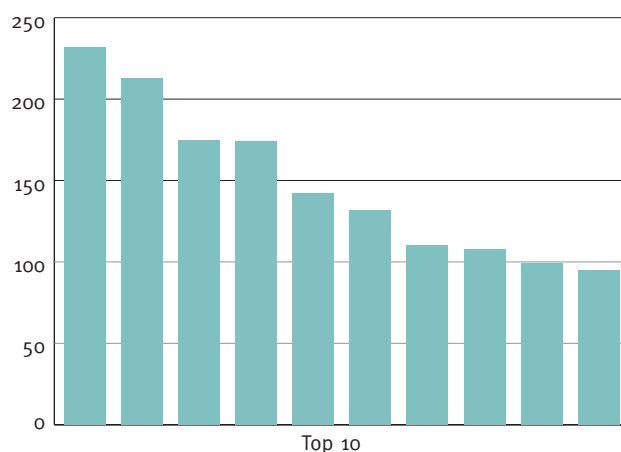


- | | |
|------|--------------------------------|
| 4th | Royal Dutch Shell plc |
| 5th | Commonwealth Bank of Australia |
| 6th | Hennes & Mauritz AB |
| 7th | Golder Associates Corporation |
| 8th | Export Development Canada |
| 9th | Banco Bradesco SA |
| 10th | Doosan Infracore Co Ltd |

How the winners won

Distribution of scores

Fig 18: All scoring entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	100	42	93
Assurance	✗	✓	✓
Global Compact Index	✗	✓	✗
GRI Index	✓	✓	✓
Hard Copy Format	✓	✓	✓
PDF Format	✓	✓	✓
HTML Format	✗	✗	✗

Scoring by stakeholder group, compared with average across all categories

Fig 19a: This category

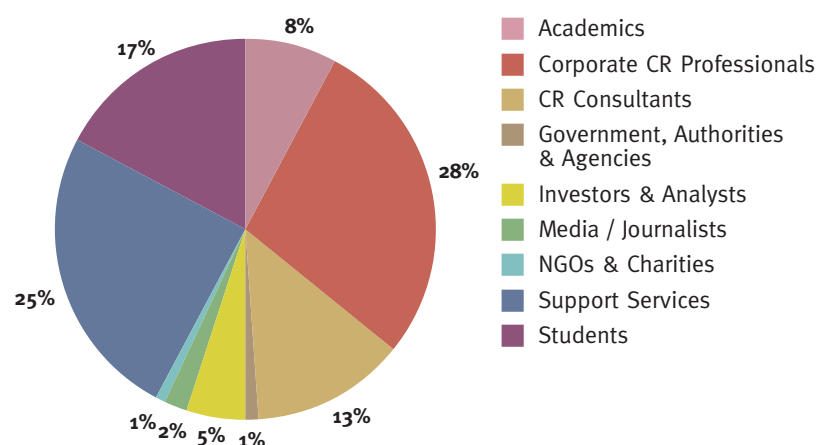


Fig 19b: Overall

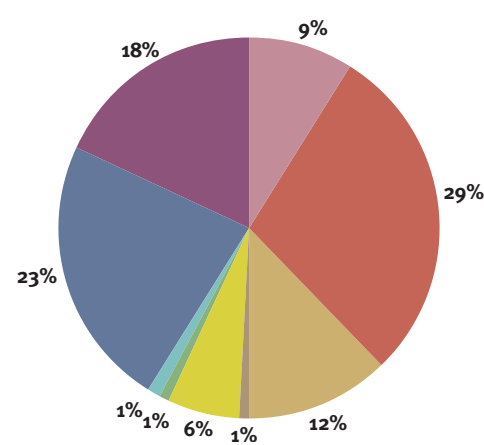
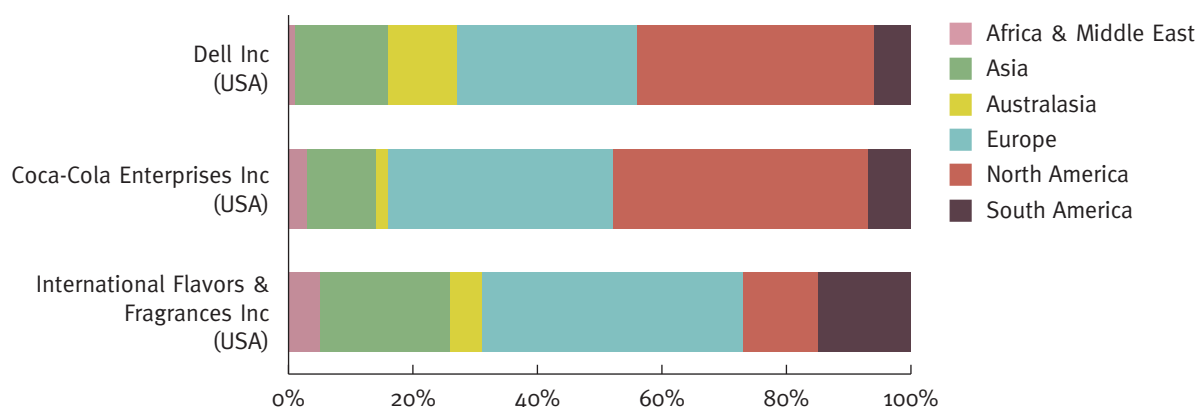


Fig 20: Scoring by region for the top three reports



Innovation in reporting The winners

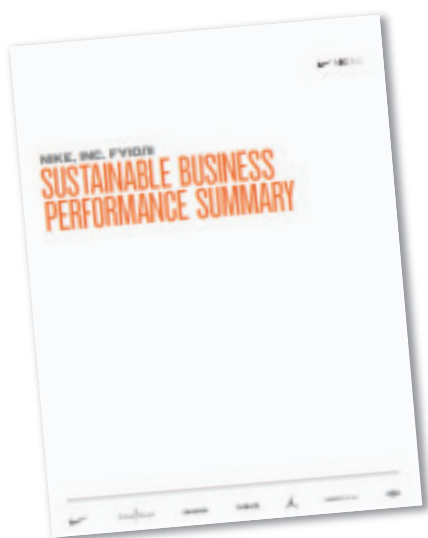
CR reporting evolves continuously. Some reports consist of mini-sites which incorporate new features of web technology. Others demonstrate new ways of approaching a reporting issue, of interacting with stakeholders, of presenting an overall picture. Which report demonstrates an innovation which may be adopted by other organisations, and which may help reporting evolve?

The results

Winner Nike Inc

FY10/11 Sustainable Business Performance Summary

[View online](#)



Selected voters' comments on the report:

"Mega-trends analysis is excellent - helps put Nike's Sustainability strategy in context"

CSR Consultant, Israel

"The linkages between their business and their achievements is great and the graphics help tell this story in a concise manner"

CSR Consultant, South Africa

"Very innovative ideas on product environmental impact assessment, life cycle assessment and supply chain assessment"

Other / Support Service, India

Runner Up #1 Lockheed Martin Corporation

[View online](#)



Runner Up #2 Korea Railroad Corporation

[View online](#)

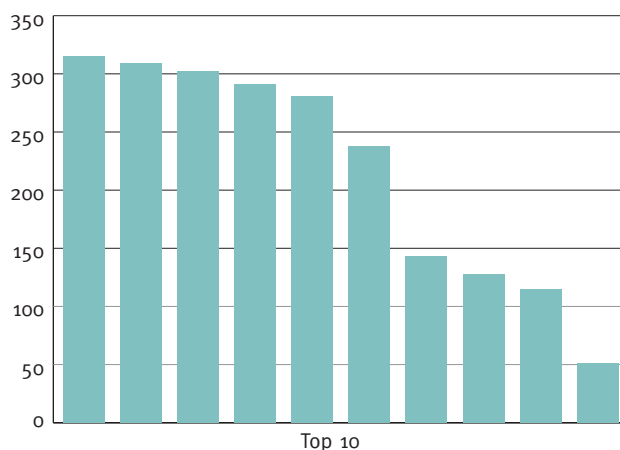


- | | |
|------|----------------------------------|
| 4th | Coca-Cola Enterprises Inc |
| 5th | Advanced Micro Devices Inc |
| 6th | Merck & Co Inc |
| 7th | Alcatel-Lucent |
| 8th | Royal Dutch Shell plc |
| 9th | China Southern Power Grid Co Ltd |
| 10th | Shinhan Financial Group Co Ltd |

How the winners won

Distribution of scores

Fig 21: All scoring entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	81	46	101
Assurance	✓	✗	✓
Global Compact Index	✓	✗	✗
GRI Index	✓	✗	✓
Hard Copy Format	✗	✓	✓
PDF Format	✓	✓	✓
HTML Format	✓	✓	✗

Scoring by stakeholder group, compared with average across all categories

Fig 22a: This category

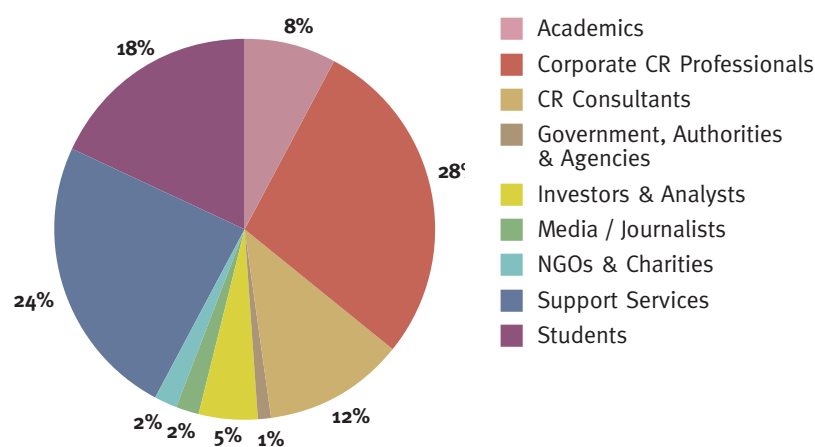


Fig 22b: Overall

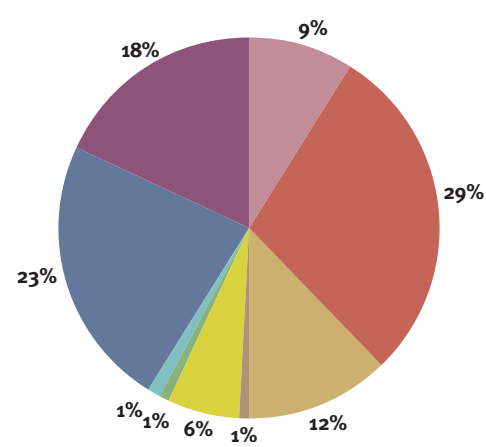
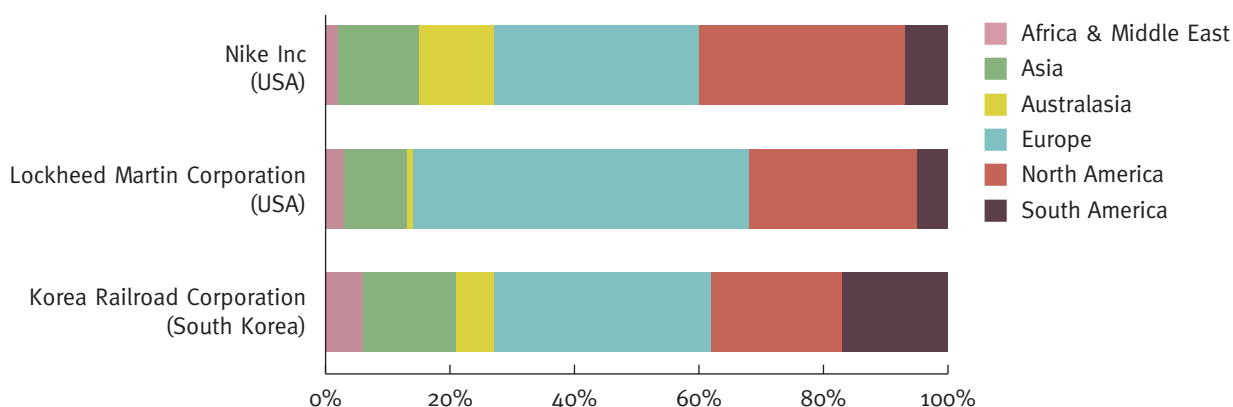


Fig 23: Scoring by region for the top three reports



Relevance & Materiality The winners

How many times have we seen reports which are long on length but short on relevant content? Which don't tell us about the non-financial issues which impact company performance, but lay down a smokescreen of non-essential information? This award is for the report which cuts to the chase and tells us about the material issues (those that are specific to the company performance and sector, the risks and opportunities), clearly and succinctly. A short report which gives us the relevant information should win over a blockbuster of several hundred pages.

The results

Winner

Co-operative Group Limited

Sustainability Report 2011. Inspiring Through Co-operation

[View online](#)



Selected voters' comments on the report:

"I can easily see what the material issues are for the company by reading this report."

Other / Support Service, Republic of Korea

"This report does address the relevant issues – better than any other report I have seen."

CSR Consultant, UK

"Well evidenced 'warts and all' report. Co-op continuing to report at the highest level and raising the bar for organisations worldwide. Comprehensive, innovative and transparent."

CSR professional, USA

Runner Up #1

SK Telecom Co Ltd

[View online](#)



Runner Up #2

Marks and Spencer plc

[View online](#)

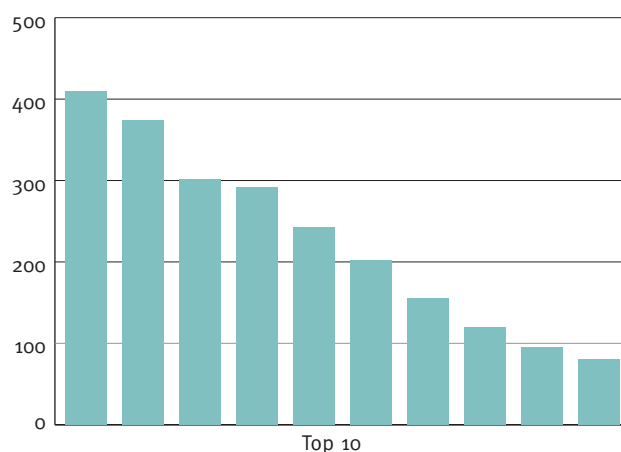


- | | |
|------|--|
| 4th | British American Tobacco plc |
| 5th | La Trobe University |
| 6th | Coca-Cola Enterprises Inc |
| 7th | International Flavors & Fragrances Inc |
| 8th | MTR Corporation |
| 9th | TRUenergy Australia Pty Ltd |
| 10th | Coca-Cola I       AS |

How the winners won

Distribution of scores

Fig 24: All scoring entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	130	58	53
Assurance	✓	✓	✓
Global Compact Index	✗	✗	✗
GRI Index	✓	✓	✓
Hard Copy Format	✓	✓	✓
PDF Format	✓	✓	✓
HTML Format	✓	✗	✗

Scoring by stakeholder group, compared with average across all categories

Fig 25a: This category

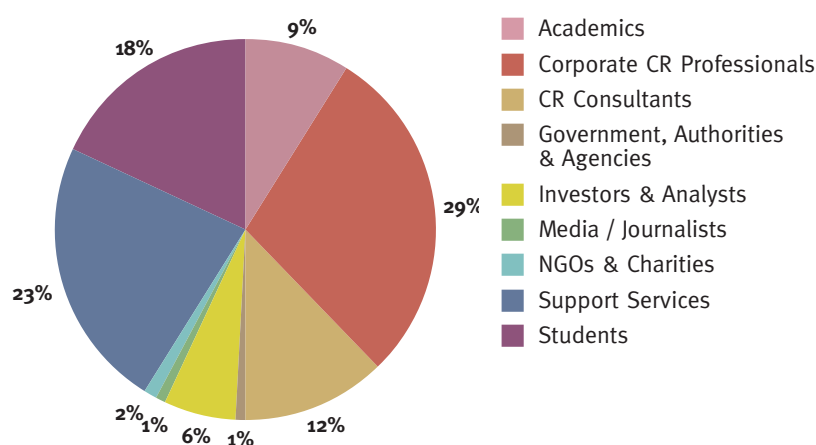


Fig 25b: Overall

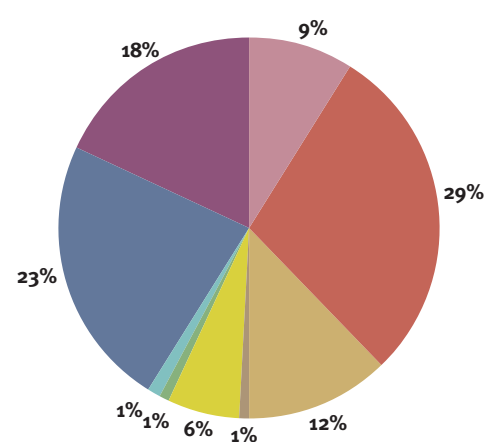
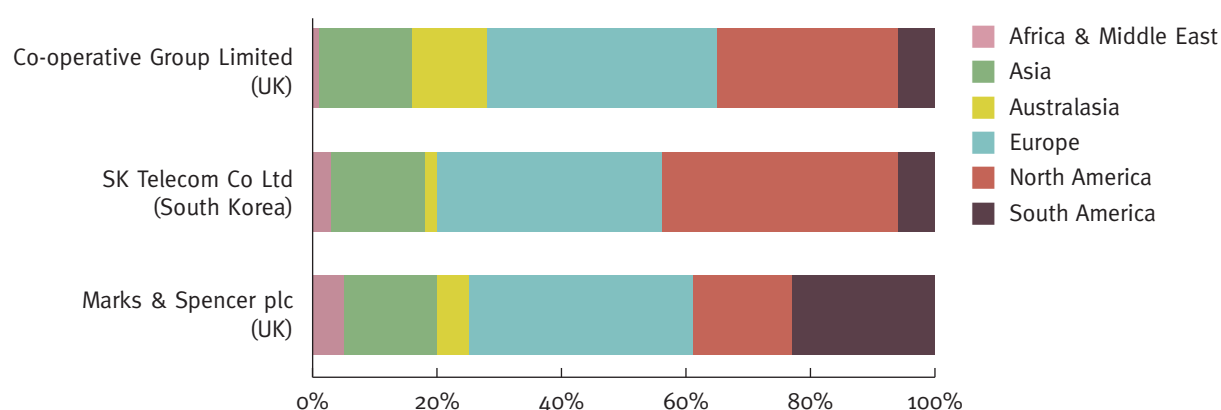


Fig 26: Scoring by region for the top three reports



Openness & Honesty The winners

It's sometimes difficult to tell the whole truth. It's easy to highlight the good news and ignore the bad. Whether performance is poor or excellent is less relevant for this award. This award is for the report which 'comes clean', tells both the good and the bad news, and which convinces us that this is a balanced picture.

The results

Winner

Pacific Hydro Pty Limited

Annual Review & Sustainability Report 2012

[View online](#)



Selected voters' comments on the report:

"High level of transparency."
CSR Consultant, Sri Lanka

"Sets out policy positions clearly, also where progress not made, not a sophisticated report but straightforward and appears very honest to me."
CSR Consultant, Germany

"Doesn't set out to impress with how great the company and its performance are, but it provides a clear, sober, readable review which impresses in a different way."
Student, UK

Runner Up #1

Marks and Spencer plc

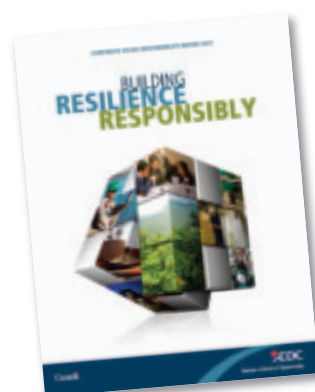
[View online](#)



Runner Up #2

Export Development Canada

[View online](#)

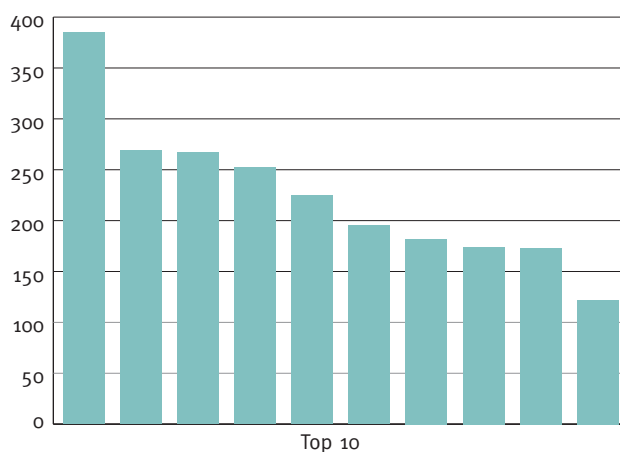


- | | |
|------|------------------------------|
| 4th | Nike Inc |
| 5th | HudBay Minerals Inc |
| 6th | Banco Bradesco SA |
| 7th | Coca-Cola Enterprises Inc |
| 8th | La Trobe University |
| 9th | Co-operative Group Limited |
| 10th | British American Tobacco plc |

How the winners won

Distribution of scores

Fig 27: All scoring entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	45	53	89
Assurance	✗	✓	✗
Global Compact Index	✓	✗	✗
GRI Index	✓	✓	✓
Hard Copy Format	✓	✓	✓
PDF Format	✓	✓	✓
HTML Format	✓	✗	✓

Scoring by stakeholder group, compared with average across all categories

Fig 28a: This category

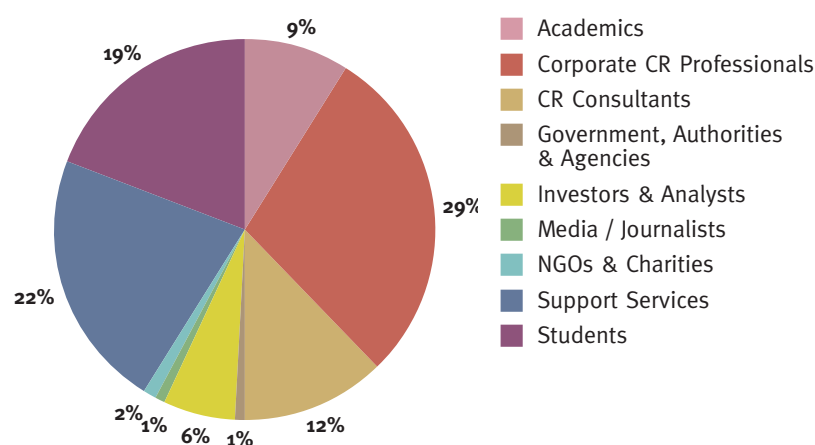


Fig 28b: Overall

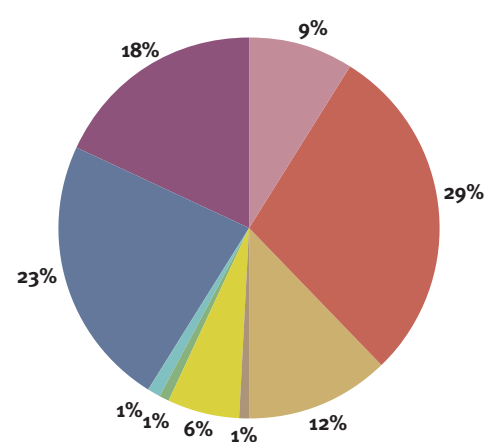
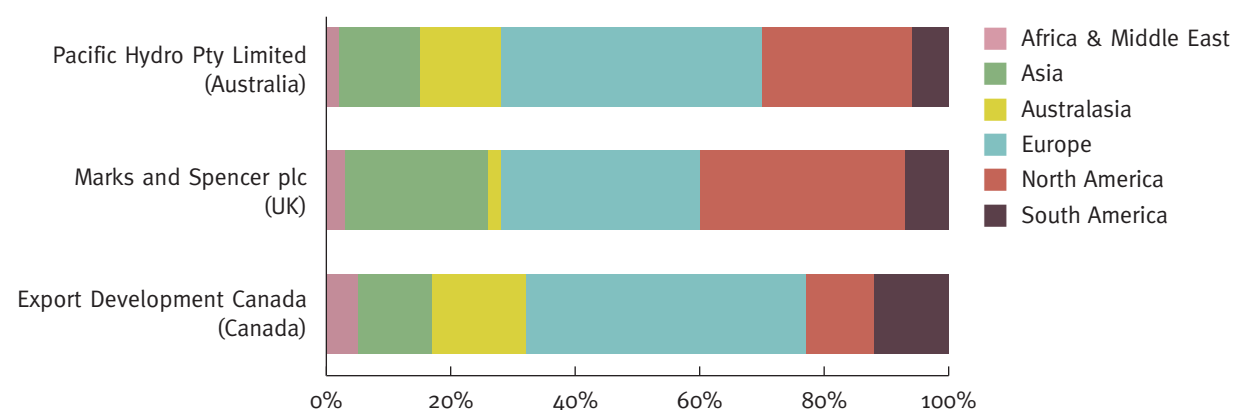


Fig 29: Scoring by region for the top three reports



Credibility through Assurance The winners

Many of the best reports include a section on external assurance – the company engages an independent third party to verify aspects of the report, and publishes its methodology, conclusions and recommendations. This award is for the assurance statement which adds the most credibility to the overall report.

The results

Winner

Vancouver City Savings Credit Union (Vancity)

2011 Annual Report. Make Good Money

[View online](#)



Selected voters' comments on the report:

"Succeeds in both explaining their sustainable business model (the table on p39 is awesome) and delivering accountability for commitments."

CSR Consultant, Canada

"Clear, comprehensive assurance which doesn't seek to blind through jargon and does explain what the assurors have done and what they have concluded."

CSR organisation, UK

"Such a lot of thought – it gives me hope for the future of sustainability reporting."

CSR Consultant, UK

Runner Up #1

La Trobe University

[View online](#)



Runner Up #2

Banco Bradesco SA

[View online](#)

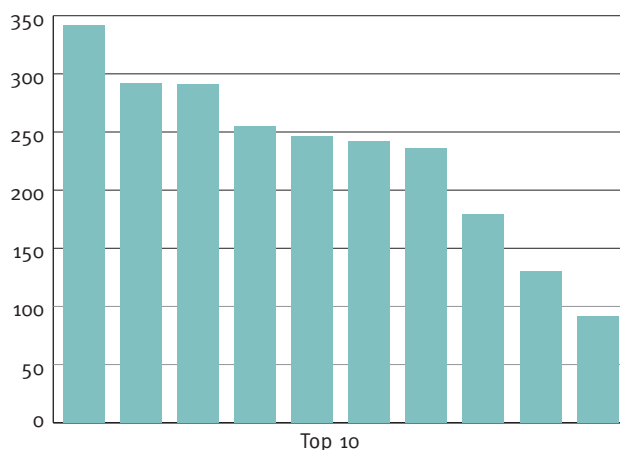


- 4th Novo Nordisk A/S
- 5th MillerCoors LLC
- 6th Co-operative Group Limited
- 7th British American Tobacco plc
- 8th Royal Dutch Shell plc
- 9th Coca-Cola I       AS
- 10th Keppel Land Limited

How the winners won

Distribution of scores

Fig 30: All scoring entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	165	54	66
Assurance	✓	✓	✓
Global Compact Index	✗	✗	✗
GRI Index	✓	✓	✓
Hard Copy Format	✓	✓	✓
PDF Format	✓	✓	✓
HTML Format	✗	✗	✗

Scoring by stakeholder group, compared with average across all categories

Fig 31a: This category

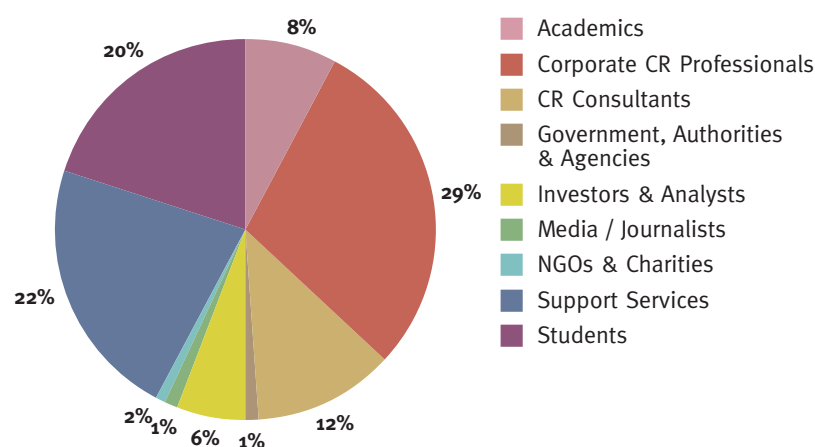


Fig 31b: Overall

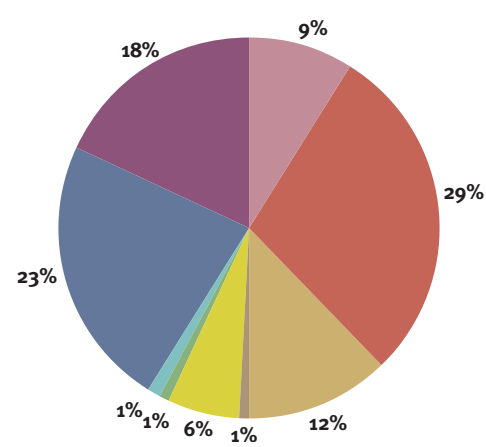
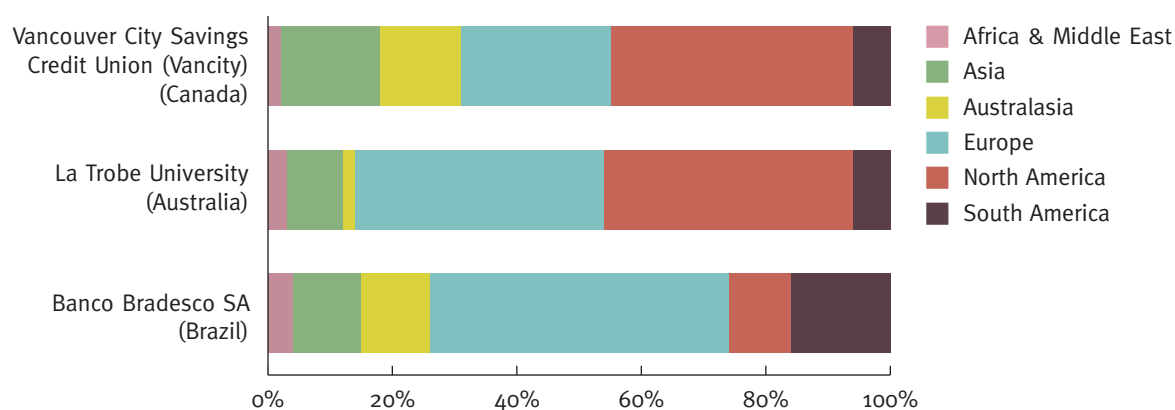


Fig 29: Scoring by region for the top three reports



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General statistics	x	✓	✓
PDF Search Tool	x	✓	✓
Advanced searches	x	✓	✓
'Smart' searches	✓	✓	✓
Downloads section access	✓	✓	✓
CR News, Report Reviews	✓	✓	✓

* selected sectors

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