CRReportingAwards'14

2014 Global Winners

Experienced stakeholders judge the world's leading CR reports

May 2014



Hosted by CorporateRegister.com

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May 2014

Dear Stakeholder

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

Last year we improved the CRRA framework and introduced a shortlisting procedure, to reduce the numbers of reports for our online voters to read and vote on. The new shortlisting procedure has worked well, and together with our procedures to ensure voting integrity (outlined in the following pages) we have more confidence than ever that our CRRA winners represent the very best CR reports world-wide.

The CR reporting landscape is changing. Together with stand-alone reports of all hues and descriptions (environmental, sustainability, community, CR and many other types of report) we have annual reports with various additional sections and increasing numbers of 'integrated' (combined annual and non-financial) reports. CorporateRegister.com aims to document every relevant report, but keeping pace is challenging, with over 7,000 reports every year.

The European Parliament voted last month to mandate non-financial reporting for thousands of European Union companies with over 500 employees, so we anticipate many more reports – thousands – from 2017 onwards.

At the same time, framework and content of non-financial reports are becoming more complex.

The Global Reporting Initiative G4 framework, launched last year, emphasises the importance of 'materiality' in defining which issues should be included, and while reporters in clearly-defined sectors can be expected to make reasonable assumptions as to these issues (or, better, carry out a full materiality process involving internal and external stakeholders to establish them) many organisations will be at a loss to do so. We know ourselves, from ascribing over 11,500 organisations to different business sectors, what a surprising proportion of them cannot be neatly slotted into one specific sector. Many companies straddle several. Many organisations don't have a business sector at all. Added to this the complexities of the emerging integrated reporting framework, and the SASB work on materiality in the USA, and it's clear that the whole area of CR reporting is developing into something of a headache for many organisations. This includes those already investing time and effort in addressing the issues – but not necessarily reporting on their performance. For some, it will be easier, cheaper and quicker to step back from a concerted attempt at a full CR report and publish an annual report with a few extras, pay lip service to one of the established frameworks and term it an 'integrated' report. This is already happening.

So these are interesting times. The breakthrough by the European Parliament will lead to reporting by a far wider range of companies. Let's hope wider doesn't mean shallower, and work together to ensure it doesn't.

In the meantime, thank you to all those who voted to identify this year's winning CR reports, the world's best. 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!

Revel to Scott

Paul Scott Managing Director

The CR Reporting Awards 2014

We're proud to present the seventh 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 the CRRA 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 approaches and despite the application of global frameworks, there's always the danger of reporting becoming fragmented. 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 over 40,000 registered users who let us know we're on the right track, and the most active supporters constitute our online CRRA jury. We invite these stakeholders to pick the CRRA 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 2012 to September 2013 as the relevant reporting period, we invited organisations with reports profiled on CorporateRegister.com to submit their entries.

This year 88 organisations entered the CRRA, with 178 entries across the 9 categories.

Call for entries	2 nd September 2013
Entrants list closed	13 th September 2013
Voting opened	25 th November 2013
Voting closed	31 st January 2014
Winners announced	15 th May 2014

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Awards Timeline

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The CR Reporting Awards – Global Winners

The CRRA Entrants

This year's entrants have a broadly similar regional profile to previous CRRAs, but compared with the previous year we see more reports from Asia and North America, and fewer from Europe. The '2013 overall' column illustrates the regional distribution of the 7,000 reports on our database published during 2013. There is a close match between our latest awards entrants, and our overall database. Please note that while this is the CRRA'14, the reports are from 2013.





The Results – online voting

Voting opened November 25th 2013 and closed January 31st 2014. 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 last year 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 2,943 votes were registered – a hefty decrease on the previous year (6,084). We can see no obvious reason for the drop, apart from the fact that far fewer students voted this year. Almost all the CRRA marketing is carried out via our own email lists, and we try not to burden our users with too many reminders, and possibly sent too few this year.

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 workers 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 5% of all votes, our lowest percentage ever. We are very pleased at this low percentage compared with 21% three years ago. This is almost entirely due to our excluding entries from organisations with a record of invalid votes in previous years, but it also shows that our users who do use their votes are doing so for the correct motives. This year our voters left more comments than ever before, another indication that despite falling numbers of votes, the quality is better than ever.

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 3: CRRA'14 'Bad'/'Invalid' votes by country





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 2012-2013.

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.

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The results

Winner Coca-Cola Enterprises Inc

Corporate Responsibility & Sustainability Report 2012/2013

View online



Selected voters' comments on the report:

"Balanced report with good illustrations... clear targets... and related case studies." Corporate CR Professional, India

"The report is clear and it's easy to find out the information for my requirements."

Corporate CR Professional, Taiwan

"I find this report to be the most robust in respect to showing material impacts, setting goals, showing progress toward goals, and providing robust data in all areas of sustainability." Corporate CR Professional, USA

Runner Up #1 BMW AG

View online



Runner Up #2 Co-operative Group Limited

View online



- 4th H & M Hennes & Mauritz AB
- 5th La Trobe University
- 6th Fibria Celulose SA
- 7th Hydro Québec
- 8th International Flavors & Fragrances Inc
- 9th British American Tobacco plc
- 10th Tieto Corporation

Distribution of scores

Fig 6: All shortlisted entrants



Winner Runner Up #1 Runner Up #2 Pages 71 127 114 ~ Assurance 1 1 **Global Compact Index** V x ~ **GRI Index** ~ 1 ./ Hard Copy Format 1 ~ **PDF Format** ~ 1 **HTML Format** X ~

Winning characteristics

Scoring by stakeholder group, compared with average across all categories



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.

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The results

Winner Ernst & Young Americas

View online



Selected voters' comments on the report:

"I am happy to see the firm taking this step and doing so in a comprehensive manner." CR Consultant, USA

"Very simple and straight forward; reflects their core competence in reporting." CR Consultant, India

"The important thing about (this report) is that the verifiers present themselves to be rated." Other / support services, USA

Runner Up #1 Chocolats Halba

View online



Runner Up #2 LG U Plus Corporation

View online



- 4th GSK Latvia
- 5th Maynilad Water Services, Inc
- 6th Kuwait Petroleum
- International
- 7th Colas Limited
- 8th Ascendas Pte Ltd
- 9th IHS Inc
- 10th JSR Micro Inc.

Distribution of scores

Fig 9: All shortlisted entrants



Winner	Runner Up #1	Runner Up #2
56	34	80
×	×	~
×	×	×
~	~	~
~	~	~
~	~	~
×	×	×
	56 X X V V	56 34 X X X X V V V V V V V V

Winning characteristics

Scoring by stakeholder group, compared with average across all categories



Fig 11: Scoring by region for the top three reports



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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 2012

View online



Selected voters' comments on the report:

"Non-financial information is integrated completely along with the flow of information for financial performance. Specific performance indicators per revenue generated have been included." Corporate CR Professional, India

"Exceptionally comprehensive report. Clear communication of how health concerns are tied in with what they do." Corporate CR Professional, UK

"Truly captures the material issues and the expectation of stakeholders" Corporate CR Professional, Sri Lanka

Runner Up #1 Smithfield Foods Inc

View online



Runner Up #2 Natura Cosmeticos SA

View online



- 4th The Crown Estate
- 5th Vancouver City Savings Credit Union (Vancity)
- 6th Wilderness Holdings Limited
- 7th MOL Group
- 8th SK Telecom Co Ltd
- 9th Flughafen München GmbH
- 10th SK Hynix Inc
- 11th Doosan Infracore Co Ltd

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Distribution of scores

Fig 12: All shortlisted entrants



Winner Runner Up #1 Runner Up #2 Pages 156 198 63 x Assurance ~ 1 **Global Compact Index** × x V **GRI Index** ~ 1 Hard Copy Format 1 **PDF Format** V ~ **HTML Format** ~ X X

Winning characteristics

Scoring by stakeholder group, compared with average across all categories



Fig 14: Scoring by region for the top three reports



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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.

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The results

Winner Hewlett Packard Company

Global Citizenship Report 2012

View online



Selected voters' comments on the report:

"HP is the first company to publish its carbon footprint at this detailed level." Corporate CR Professional, USA

corporate ex rioressional, usa

"Unique way of helping the users to measure the carbon emission factors of their products." CR Consultant, India

"Great level of detail – broken down by regions and value chain." Corporate CR Professional, UK

Runner Up #1 Royal Dutch Shell plc

View online



Runner Up #2 Coca-Cola Enterprises Inc

View online



- 4th The British Land Company plc
- 5th Hydro Québec
- 6th Pacific Hydro Pty Limited
- 7th Korea Water Resources Corporation
- 8th STMicroelectronics NV
- 9th Novelis Inc
- 10th Hess Corporation

Distribution of scores

Fig 15: All shortlisted entrants



Winning characteristics

	Winner	Runner Up #1	Runner Up #2
Pages	145	42	71
Assurance	V	~	~
Global Compact Index	~	~	~
GRI Index	~	~	~
Hard Copy Format	~	~	~
PDF Format	~	~	~
HTML Format	×	~	×

Scoring by stakeholder group, compared with average across all categories



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 Coca-Cola Enterprises Inc

Corporate Responsibility & Sustainability Report 2012/2013

View online



Selected voters' comments on the report:

"Shows their experience and expertise in presenting the data in an eye catching manner, with the language which is direct." CR Consultant, India

"Innovative format as well as creative design." Other / Support services, UK

"Effective representation of data using creative illustrations." Corporate CR Professional, India

Runner Up #1 Novo Nordisk A/S

View online



Runner Up #2 H&M Hennes & Mauritz AB

View online



- 4th International Flavors & Fragrances Inc
- 5th British American Tobacco plc
- 6th Toronto-Dominion Bank
- 7th Pacific Hydro Pty Limited
- 8th Royal BAM Group nv
- 9th STMicroelectronics NV
- 10th Doosan Infracore Co Ltd

Distribution of scores

Fig 18: All shortlisted entrants



Winner Runner Up #1 Runner Up #2 Pages 71 156 93 V X Assurance 1 **Global Compact Index** V ~ **GRI Index** ~ 1 Hard Copy Format 1 ~ **PDF Format** V 1 **HTML Format** X ~ X

Winning characteristics

Scoring by stakeholder group, compared with average across all categories



Fig 20: Scoring by region for the top three reports



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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 Bloomberg LP

2012 Sustainability Report

View online



Selected voters' comments on the report:

"Focusing on 20 key, meaningful points makes sense and gives this report a focus so often missing from others." CR Consultant, UK

"There are charts, statistics and data on nearly every page of the PDF report, but the online version means I can dip in and out, and drill down for detail, in a very innovative manner." Academic, Germany

"I like this report, it invites me to read it and gives the level of information I need." CR Consultant, USA

Runner Up #1 Coca-Cola Enterprises Inc

View online



Runner Up #2 Merck & Co Inc

View online



- 4th O2 UK Limited
- 5th International Flavors & Fragrances Inc
- 6th Toronto-Dominion Bank
- 7th Royal Dutch Shell plc
- 8th China Southern Power Grid Co Ltd
- 9th Nizhny Novgorod Engineering Company – Atomenergoproek
- 10th Monsanto Company
- 11th British American Tobacco plc

The CR Reporting Awards – Global Winners & Reporting Trends

Distribution of scores

Fig 21: All shortlisted entrants



Winner Runner Up #1 Runner Up #2 Pages N/A* 90 71 V ~ X Assurance **Global Compact Index** X V **GRI Index** 1 1 1 Hard Copy Format 1 **PDF Format** V ~ X **HTML Format** X V 1 * not applicable (online)

Winning characteristics

Scoring by stakeholder group, compared with average across all categories



Fig 23: Scoring by region for the top three reports



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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 2012. Building a better society

View online



Selected voters' comments on the report:

"Has a very strong process on identifying material issues and clearly sets out the arguments. It does not avoid the difficult questions." Corporate CR Professional, UK

"A very comprehensive report with the essential (relevant & material) issues clearly highlighted." Academic, People's Republic of China

"The whole report is focused on the top 20 material issues. This, and the way they have been identified and integrated into planning and targets, is exemplary in CR reporting." CR Consultant, UK

Runner Up #1 MillerCoors

View online



Runner Up #2 Novelis

View online



- 4th British American Tobacco plc
- 5th La Trobe University
- 6th Hydro Québec
- 7th Port Metro Vancouver
- 8th Tieto Corporation
- 9th International Flavors & Fragrances Inc
- 10th PanAust Limited

Distribution of scores

Fig 24: All shortlisted entrants



Winner Runner Up #1 Runner Up #2 Pages 66 114 70 X X Assurance 1 **Global Compact Index** X × V **GRI Index** ~ 1 1 Hard Copy Format 1 **PDF Format** V ~ **HTML Format** ~ X

Winning characteristics

Scoring by stakeholder group, compared with average across all categories



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 Smithfield Foods Inc

2012 Integrated Report

View online



Selected voters' comments on the report:

"I read about issues in this report I haven't seen in any other US food producer's report (on antibiotics, for example)" CR Consultant, USA

"This breaks the mold for large US reporters in this sector. It has text, data and charts instead of lots of smiley photos. It shows what is working and what needs improvement. And it's a full report not a brochure." Academic, USA

"Strong report. Lots of data and a clear transparent style." NGO, Germany

Runner Up #1 Microsoft Corporation

View online



Runner Up #2 Co-operative Group Limited

View online



- 4th La Trobe University
- 5th Fromageries Bel SA
- 6th British American Tobacco plc
- 7th Hydro Québec
- 8th STMicroelectronics NV
- 9th Royal BAM Group nv
- 10th Pacific Hydro Pty Limited

Distribution of scores

Fig 27: All shortlisted entrants



Winner Runner Up #1 Runner Up #2 Pages 198 102 114 X x Assurance 1 **Global Compact Index** X × ~ **GRI Index** 1 1 ./ Hard Copy Format v **PDF Format** ~ ~ **HTML Format** X X

Winning characteristics

Scoring by stakeholder group, compared with average across all categories



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.

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The results

Winner Novo Nordisk A/S Annual Report 2012

View online



Selected voters' comments on the report:

"Combined assurance through external verification of both the financial and non-financial parts through different assurance providers adds value."

CR Consultant, India

"Assurance compliant with both AA1000AS and ISAE3000 while remaining useful and informative for non-specialists – excellent." Other / Support Services, Germany

"The general interest in integrated reporting throws a spotlight on assurance for these reports, and this is a leading example of how one company can provide both types of statement for a single engagement – perhaps a sign of assurance for the future." CR Professional. UK

Runner Up #1 Co-operative Group Limited

View online



Runner Up #2 Vancouver City Savings Credit Union (Vancity) View online





- 4th La Trobe University
- 5th Wm Morrison
- Supermarkets plc
- 6th MillerCoors LLC
- 7th Hydro Québec
- 8th British American Tobacco plc
- 9th Mondi Ltd
- 10th STMicroelectronics NV

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The CR Reporting Awards – Global Winners

Distribution of scores

Fig 30: All shortlisted entrants



Winner Runner Up #1 Runner Up #2 Pages 156 114 69 1 Assurance 1 1 **Global Compact Index** X x V **GRI Index** ~ 1 Hard Copy Format 1 **PDF Format** V 1 **HTML Format** ~ ~ X

Winning characteristics

Scoring by stakeholder group, compared with average across all categories



Fig 29: Scoring by region for the top three reports



Take a closer look

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	CR Sector Overview	III II A THE REAL	×	v*
	General statistics	*	~	~
	PDF Search Tool	1	~	~
	Advanced searches	1	~	~
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About CorporateRegister.com

Global CR resources

CorporateRegister.com was founded in 1998 as a website dedicated to providing global CR resources. At the start of 2014 over 42,000 registered users benefited from free access to nearly 57,000 CR reports, updates of the latest reports, upcoming events, reviews, related news items and a comprehensive directory of CR reporting service providers.

We offer an array of services to CR reporters and the organisations which assist in CR report development. We create awareness of new CR reports, facilitate online stakeholder dialogue and connect service providers with CR report developers.

We value our independence and impartiality, and exist as a link between CR reporters and CR stakeholders. Our mission is to continue to provide high quality CR related information to an informed global audience.

Paul Scott, Managing Director

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