



Feedback Report 2010

Example

More than 250 employees operating in high environmental impact sector

Executive Summary

The Survey

The figures published in this report are the results of your company's submission for the Sunday Times Best Green Companies Awards 2010

Organisations participating in the survey were classified into competitive sets according to their environmental impact and the size of the company. In order to benchmark your company's results, we have provided aggregated results for companies competing within your category. That is, those companies with a similar number of employees as well as the same environmental impact classification. In addition, the figures are compared with the results of all 86 qualified entrants in the competition.

Your submission to the survey comprised an employer and an employee questionnaire. The employer survey accounted for 70% of the final score and the employee survey accounted for the remaining 30%. For both questionnaires, the questions fell into four broad categories: policies and systems, training and motivation, reporting and communications and environmental performance. This report presents your results in each of these four categories

Your Results

Example came 1st overall and 3rd in your competitive set, medium or large companies with high environmental impact. Your employee and employer survey rankings were 16th and 6th respectively, demonstrating that there are some differences between the perceptions of employees and the information presented by the company. We recommend that you consider a review of your internal communications on environmental issues to ensure key messages are disseminated effectively.

You participated in the survey in 2009 and your overall rank was 3rd, and 1st in your competitive set. The survey scope has changed slightly each year and the participating organisations are different each year, therefore direct year on year comparison must be made with care. However, your inclusion in the Top 10 of the Green List in both 2009 and 2010 is an achievement of which you should be proud.

Reporting and Communication

You ranked 31st overall and 10th within your competitive set. This reflects the fact that whilst you do report your environmental performance publicly on the internet/your website, you are not one of 38% of participants whose reporting of environmental performance is subject to third party verification and assurance. However, you are one of 94% of participants who engage with other organisations to share environmental best practice. Your employee scores for Reporting and Communication are consistently above average across all employee questions in this category.

Policies and Systems

You ranked 1st overall and 1st within your competitive set. You achieved your highest ranking in this section, being ranked 1st overall and in your competitive set for Policy and Systems, for the second year running. This reflects the fact that your EMS is certified and covers more than 80% of your operations, and that you have a supply chain policy. You are one of the 55% of participants who assess the environmental impact of more than 80% of their suppliers. Your employee scores are consistently above average in this category, with 80% of staff agreeing that their organisation's environmental commitments are at the heart of how the business operates, and 83% agreeing that their boss is open to suggestions for environmental improvements.

Performance

You ranked 19th overall and 4th within your competitive set. Your energy and water consumption increased between 2008 and 2009, compared to an average reduction across all participants. However, you have calculated your carbon footprint and your gas and electricity reduction targets of 10% for 2010 are greater than the average for all participating companies. Your water reduction target of 5% for 2010 is less than the survey average. A greater than average percentage of employees (79%) agree that their organisation supports local suppliers and businesses.

Training and Motivation

You ranked 12th overall and 2nd within your competitive set. You are one of 86% of participating organisations who provide environmental training during induction to more than 80% of employees, and you provide refresher training on a regular basis. You are one of the 53% of participating companies who provide incentives to staff for sustainable commuting and you operate an internal environmental awards scheme. Employees scores are generally above average, with 72% of staff agreeing that climate change is influencing the way they do their job, and 78% agreeing that the environmental training they receive at work makes them think differently about what they do at home.

Methodology

Each company that entered the Sunday Times Best Green Companies awards was required to submit two surveys. An employer survey, which covered environmental management policies, environmental training and internal consultation, energy consumption, waste production and recycling and accounted for 70% of the final ranking as well as an employee survey that put 61 statements to staff which they rated from "strongly agree" to "strongly disagree." This accounted for 30% of the final ranking. Only the 51 of these statements that relate to the workplace are reported here.

40% of staff or 385 employees were required to complete the employee survey, whichever was the lower figure. The Margin of Error represents the minimum sample size calculated for each company based on their total number of employees which statistically ensures a 95% confidence interval that survey results are within $\pm 5\%$ of the results had all employees been interviewed. In layman's terms that is to say that the number of employees surveyed allows us to be very confident that the values are close enough to the true values and thus ensures reliability of results.

Companies were classified into competitive sets according to their environmental impact and the size of the company.

Impact: Environmental impact divisions were based on the sector in which your company operates and could be high, medium or low impact

Size: Company size was split into small (50 – 250 employees), mid (250 – 4999 employees) and big (5000+ employees)

There were five competitions within the overall contest and those were determined by the size of your company and the sector in which your company operates. The competitions were:

- more than 250 employees operating in high environmental impact sectors
- more than 250 employees operating in medium impact sectors
- more than 250 employees operating in low impact sectors
- less than 250 employees operating in high and medium environmental impact sectors
- less than 250 employees operating in low impact sectors

The percentages given in this report represent a Green Score. This is a calculation based on the level of agreement that employees associated with each statement. A mean score was calculated for each statement and given as a percentage of the maximum possible score for each question to achieve the Green Score percentage. The Green Score gives us maximum comparability across the data set.

Green Scores have been calculated in this way to ensure results are easily comparable across different questions and for benchmarking purposes.

In every case, the higher the score the better. For negative statements, e.g. I have little power to influence my workplace's energy use – where to disagree would be the greenest answer – we have switched the scale for the purpose of calculating Green Scores. All 'switch' questions are marked with an asterisk (*) in the Best Green Companies reports.

Competitive Set

Top 60 Rank	Company name	Employee Band	Sector	Environmental Impact
2	Skanska UK plc	5,000+	Construction	High
3	Infinis plc	250-4,999	Power Generation	High
6	Willmott Dixon Holdings Limited	250-4,999	Construction	High
8	Carillion plc	5,000+	Construction	High
20	Muntons plc	250-4,999	Food, beverages and tobacco	High
24	Aggregate Industries Limited	5,000+	Building materials	High
25	BAM Construct UK Ltd	250-4,999	Construction	High
33	Johnson Tiles	250-4,999	Building materials	High
34	Lend Lease	250-4,999	Construction	High
38	Kingspan Insulated Panels	250-4,999	Construction	High
41	Hain Celestial UK	250-4,999	Food, beverages and tobacco	High
50	BAM Nuttall Ltd	250-4,999	Major Systems Engineering	High
57	Beverage Services Ltd	250-4,999	Food, beverages and tobacco	High
60	Balfour Beatty Construction Northern Limited	250-4,999	Construction	High
n/a	Asda Stores Ltd	5,000+	Supermarkets	High
n/a	Cruden Group Ltd	250-4,999	Construction	High
n/a	NG Bailey	250-4,999	Construction	High
n/a	Northern Foods	5,000+	Food, beverages and tobacco	High

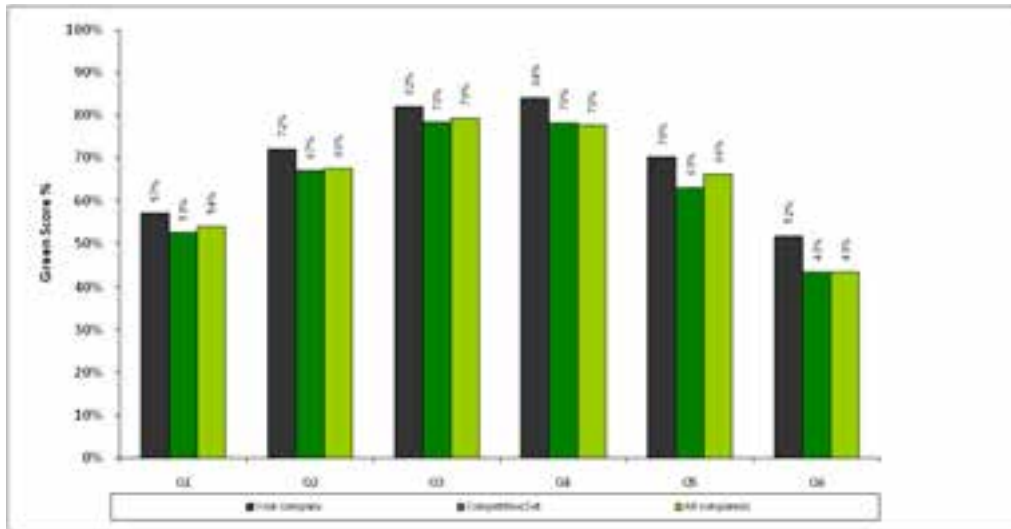
PLEASE NOTE: Those companies that did not make the TOP 60 Best Green Companies of 2010 are included in the competitive set but are in no particular rank order

Reporting and Communication

Poor awareness in green initiatives is a common barrier to progress and needs to be overcome. It is important to communicate an organisation's environmental activities to highlight successes, stimulate staff participation and encourage other stakeholders to become involved. To raise awareness, employees, suppliers and others need to be given the facts about how the company's environmental programme applies to them as individuals and as a team.

Leading organisations are able to demonstrate that they have effective communication systems to share knowledge, raise awareness and present relevant information to both external and internal audiences, through communications such as annual reports, team briefings and electronic mail.

	Overall	Within Competitive Set
Rank for Reporting and Communication	31st	10th
	Average of all companies	Your company reported
Companies reporting environmental performance publicly and subject to third party verification / assurance	38%	Reported on the internet/your website
	Average of all companies	Your company reported
Engagement with other organisations to share environmental best practice	94%	Yes

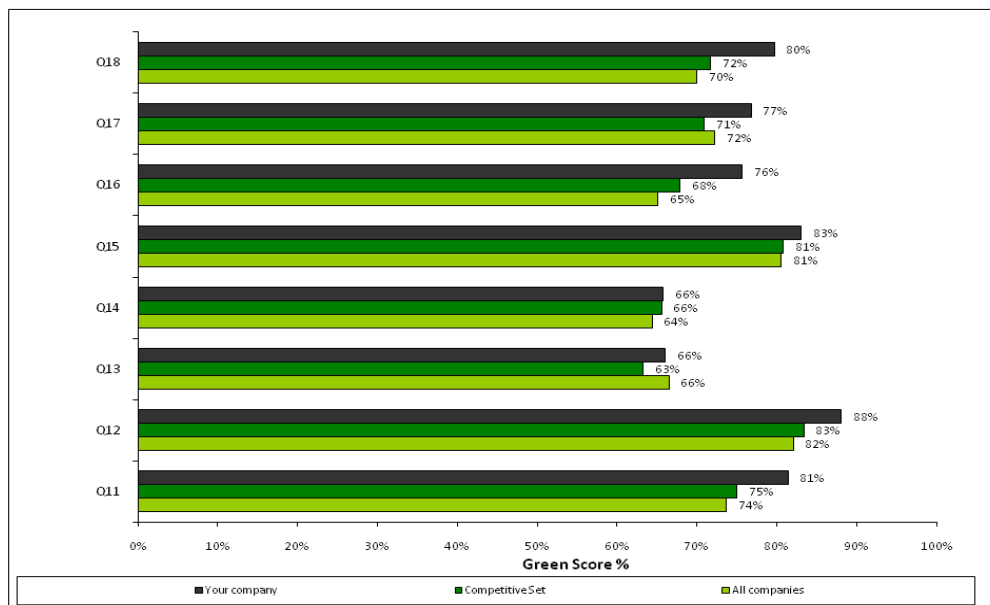


Policies and Systems

All organisations have an effect on the environment to some degree. An environmental policy that recognises this coupled with systems to manage environmental impacts can bring many benefits including; assuring customers of commitment to demonstrable environmental management, enhancing image and market share, improving cost control and reducing incidents that result in liability.

Leading organisations are able to demonstrate that policies and systems are in place to ensure consideration of relevant environmental impacts across all business activities, the buy-in of top management, a commitment to continual improvement and that clear responsibilities are defined and at all levels

	Overall	Within Competitive Set
Rank for Policies and Systems	1st	1st
	Average of all companies	Your company reported
EMS certified to ISO14001 and/or EMAS standard	75%	Yes
	Average of all companies	Your company reported
EMS covering more than 80% of operations	82%	81-100%
	Average of all companies	Your company reported
Environmental supply chain policy in place	82%	Yes
	Average of all companies	Your company reported
Assess environmental impact of more than 80% of suppliers	55%	81-100%



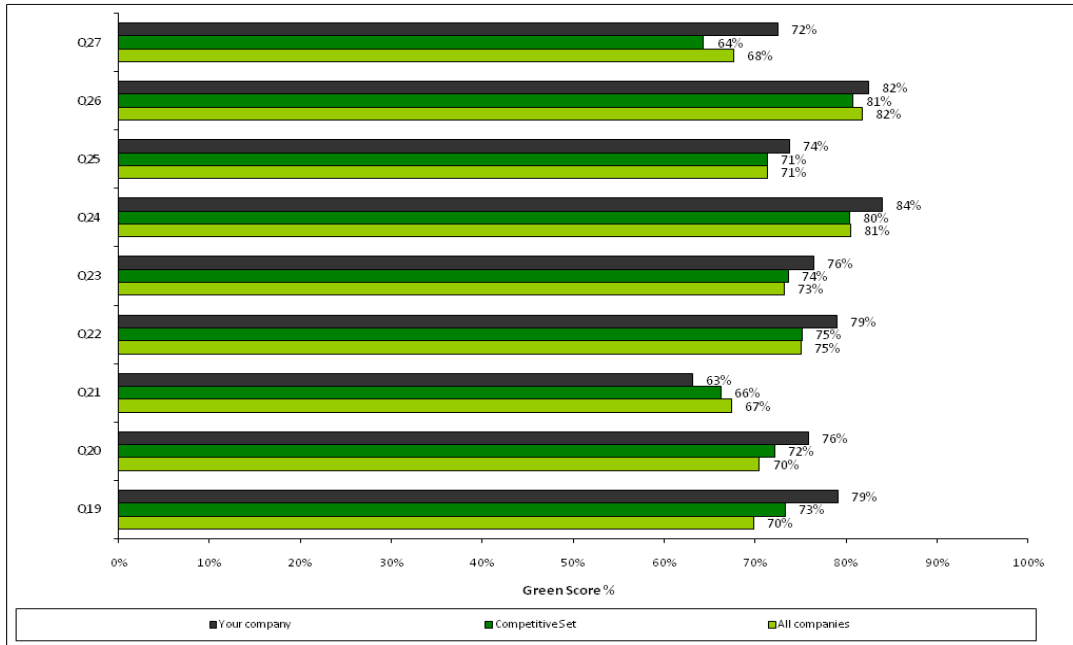
Performance

Measuring performance allows an organisation to determine objectively what is working and what is not. Key environmental performance indicators (KPIs) are the set of measurements considered essential to understanding an organisation's operational health. By setting KPIs, organisations are encouraged to monitor what they are doing and then establish targets to achieve improvement.

Leading organisations are able to provide environmental performance information to satisfy their various stakeholders, for example through environmental reporting. They also have a clearly defined set of objectives and targets to drive continual improvement, performance data to show achievement of these objectives and targets and can demonstrate year-on-year improvements in environmental performance.

	Overall	Within Competitive Set
Rank for Performance	19th	4th
	Average of all companies	Your company reported
% change in gas consumption between 2008 and 2009	-6.6%	3.1%
	Average of all companies	Your company reported
% change in electricity consumption between 2008 and 2009	-3.2%	58.2%
	Average of all companies	Your company reported
% change in water consumption between 2008 and 2009	-2.8%	85.3%
	Average of all companies	Your company reported
% reduction target for gas in 2010	7.9%	10.0%
	Average of all companies	Your company reported
% reduction target for electricity in 2010	7.2%	10.0%
	Average of all companies	Your company reported
% reduction target for water in 2010	6.3%	5.0%
	Average of all companies	Your company reported
% companies that have calculated carbon footprint	86%	We have calculated our carbon footprint

Performance



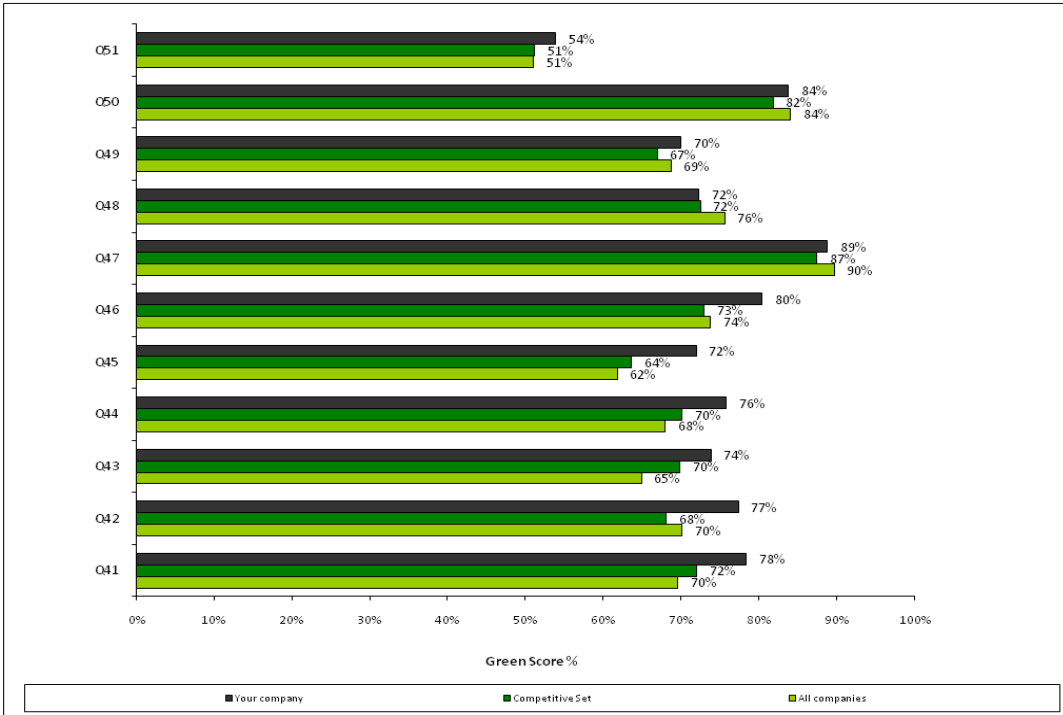
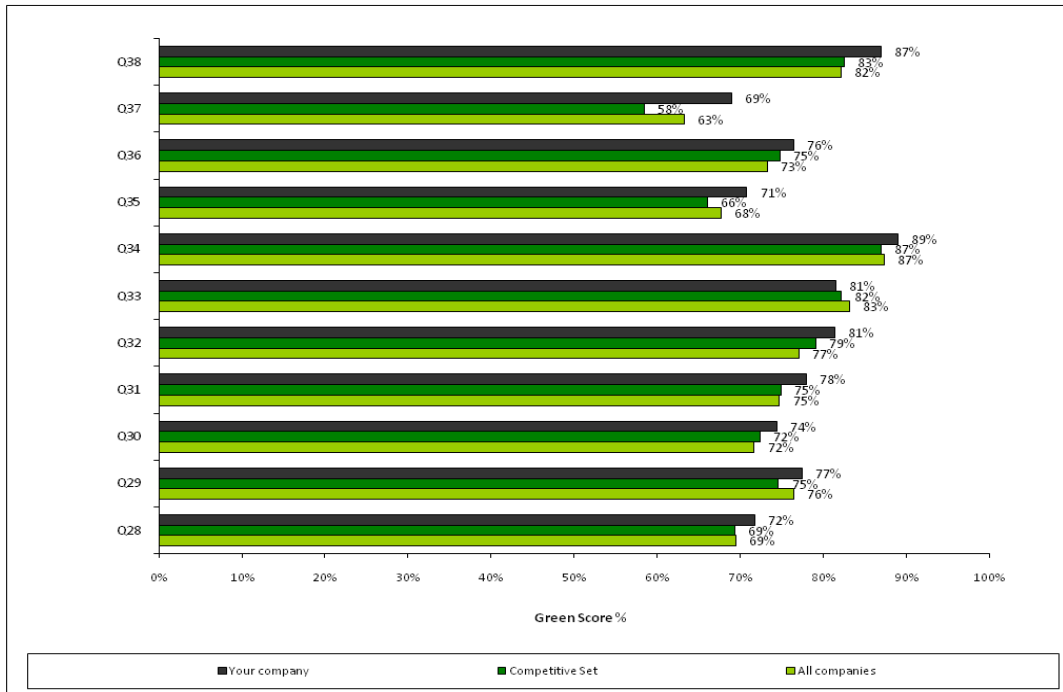
Training and motivation

Only by ensuring that employees from all areas of an organisation are involved, can an organisation successfully integrate environmental improvements into its culture. Poor leadership in environmental initiatives and poor staff motivation and training is a common barrier that can exist in organisations even where employees are aware of the environmental implication of their activities.

Leading organisations are able to demonstrate a commitment to training employees so that people know the reasons for changing the way they work and have the required competency to deliver objectives. Well-motivated employees in leading organisations demonstrate an interest and commitment towards the intentions of the environmental management programme, and have confidence in the environmental commitment of their senior management.

	Overall	Within Competitive Set
Rank for Training and Motivation	12th	2nd
	Average of all companies	Your company reported
Companies providing environmental training during induction to more than 80% of employees	86%	81-100%
	Average of all companies	Your company reported
Companies providing environmental refresher training for employees on a regular basis	86%	Yes
	Average of all companies	Your company reported
Internal awards scheme to reward employees for outstanding environmental initiatives	74%	Yes
	Average of all companies	Your company reported
Financial or other incentives to employees for sustainable commuting	53%	Yes

Training and motivation



Recommendations

We have proposed recommendations for your organisation based on your answers to the employer and employee questionnaire and your performance compared to others in your competitive set and overall. The intention is that these recommendations build on your areas of strength, aim to improve on areas of weakness and overall support you in progressing your environmental initiatives.

The following recommendations may help

Reporting and Communication

Consider seeking third party verification of your environmental reporting.

Policies and Systems

Continue success and consolidate progress with your policies and EMS, with an emphasis on continuous improvement in the environmental performance of your business and your supply chain.

Performance

Gas consumption; consider a resource use audit to establish where further reductions are feasible
Electricity consumption; consider a resource use audit to establish where further reductions are feasible
Water consumption; consider a resource use audit to establish where further reductions are feasible.
Consider setting more challenging reduction targets for water consumption for all operations or selected high priority areas.

Training and Motivation - there are no recommendations for this area

