

**Business** in the

**Community**



## **Feedback Report Bradford & Bingley**

**In 2007 for the first time  
Business in the Community  
has produced a Community  
Index. This individual  
Feedback Report benchmarks  
the organisation's  
performance against others in  
its sector and the overall  
universe of Community Index  
participants.**

The report is split into three sections:

### **PART 1 – TOP LEVEL RESULTS**

A headline of your overall Community Index performance, position relative to your sector and trend information

### **PART 2 – OVERALL RESULTS**

Your management and performance scores, broken down by topic and issue

### **PART 3 – DETAILED BREAKDOWN**

In-depth results on key Community Index questions

The Community Index is a new vehicle to help companies understand, benchmark and improve their responsible business in the community.

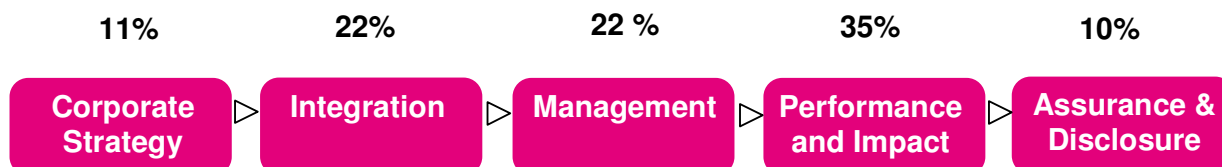
For more in-depth analysis of your results please contact us at 0207 566 8696 or [Katy.Neep@bitc.org.uk](mailto:Katy.Neep@bitc.org.uk).

## Confidential Feedback Report

This is a summary of **Bradford & Bingley plc's** results related to the Community aspect of the Corporate Responsibility Index, in this the first year we have produced a standalone Community Index. It compares the company's performance against its sector peers and other Community Index participants. This year a total of **82** companies are using the Community Index as a management tool.

COMPANY NAME	Bradford & Bingley plc	PARTICIPANTS IN YOUR ECONOMIC GROUP
ECONOMIC GROUP	Financials	Barclays PLC
SECTOR	Banks	Bradford & Bingley plc
COMPANY SCORE	<b>2006</b> 98.74%	Britannia Building Society
PERFORMANCE BAND	Platinum	Co-operative Financial Services
<b>Key to allocated scoring and banding:</b>  Platinum: >95% Gold: 90% - 95% Silver: 80% - 90% Bronze: 70% - 80%		Financial Services Authority
		HBOS
		Legal & General
		Liberty International PLC
		Lloyds TSB
		Morgan Stanley International Limited
		National Australia Group UK
		Nationwide Building Society
		Provident Financial
		Royal & SunAlliance
	Standard Life Plc	
	Workspace Group PLC	
	Zurich Financial Services (UK) (Zurich UK)	

## The Index Model



The Community Index assesses the extent to which **corporate strategy** is **integrated** into business practice throughout an organisation. It provides a benchmark for companies to evaluate their **management** practice, **performance** and **impact of community investment**. **The relative % weighting given to each section on the overall score is shown above.**

The information summarised in this report shows your company score in relation to the sector average and the Community Index universe average.

NOTE: For companies that completed the full Corporate Responsibility Index survey, relevant community questions have been extracted and for a small number of questions we have had to approximate data. If you have queries on these questions please do not hesitate to contact us. (Contact details can be found at the end of this document)

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## Section and Weighting

### Section 1 – Corporate Strategy & Community 11%

Key issues  
Corporate Responsibility Principles  
Leadership  
Policies

### Section 2 – Integration 22%

Performance Management  
Remuneration and Bonus Systems  
Stakeholder Engagement  
Scope of Reporting

### Section 3 – Community Management Practice 22%

Management Strategy  
Integration  
Targets  
Community Programme  
Monitoring

### Section 4 – Performance and Impact 35%

Community Investment Strategy  
Measurement of inputs  
Measurement of outputs  
Impact of programmes  
Reporting

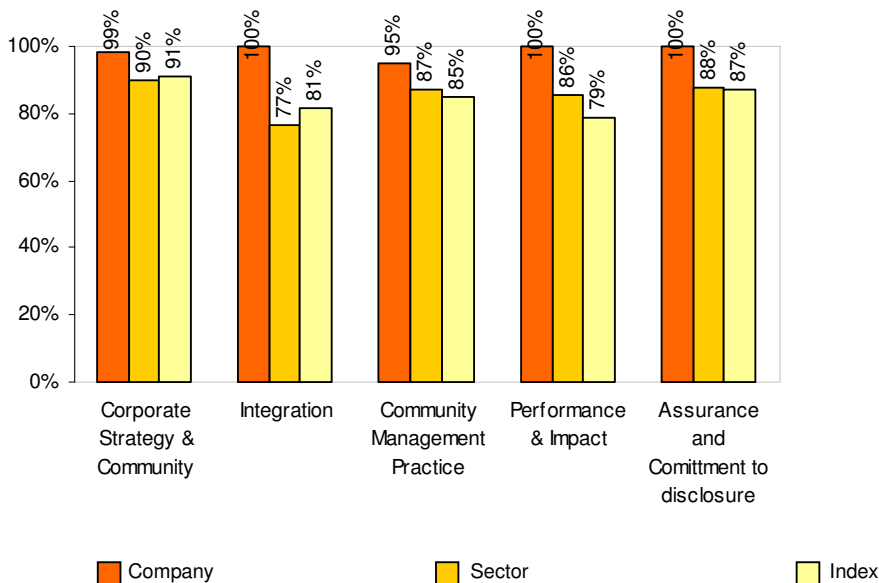
### Section 5 – Assurance and Disclosure 10%

Assurance  
Commitment to disclosure

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## Overall summary

The following graph provides a summary of your company's overall performance across the Community Index. Results of the more significant questions are provided in subsequent sections. Please refer to the Index survey for further detail of each element within the chart. For reference, each chart is normalised to 100%.

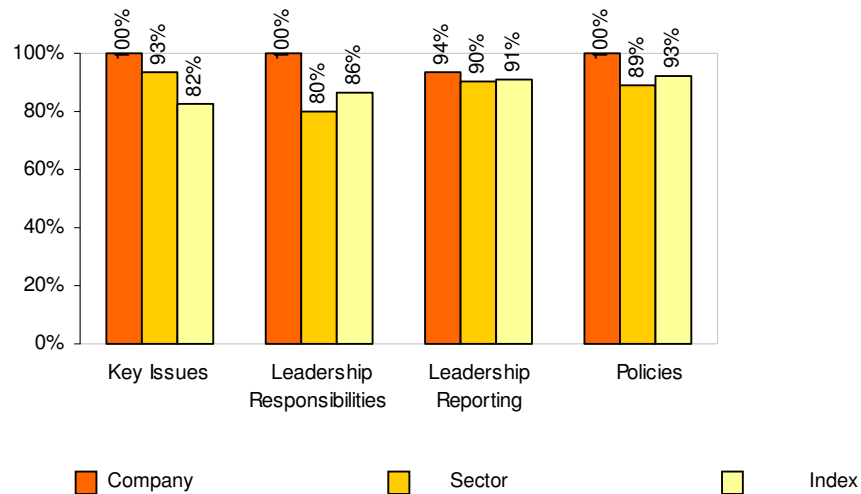


## Section 1 – Corporate strategy and community

This section starts by looking at how your company identifies its community issues. It then seeks to understand how your company embeds its approach to community as part of a wider commitment to corporate responsibility, takes senior leadership, and has relevant corporate policies. To achieve a high score in this section companies need to demonstrate;

- formal risk review process for identifying community issues, which includes dialogue with significant community stakeholders
- active senior leadership
- written policies that are both regularly reviewed and publicly available

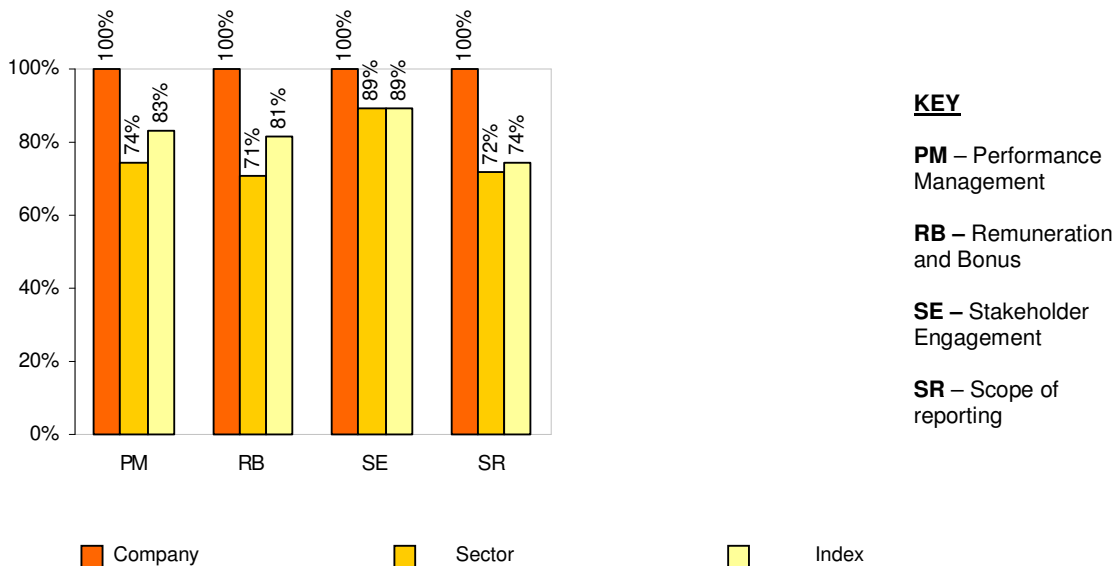
The graph below highlights scores for the questions covering the following areas: Key Issues, Leadership Responsibilities, Leadership Reporting and Policies.



## Section 2 – Integration

This section starts by looking at how companies internally review and recognise performance as part of the staff appraisal system. It then also seeks to understand how the company actively works with stakeholders and also the scope of reporting on community issues. To achieve a high score in this section companies will have demonstrated that they:

- engage with and have acted on feedback from community stakeholder consultation
- report beyond descriptive or key performance data.



### KEY

**PM** – Performance Management

**RB** – Remuneration and Bonus

**SE** – Stakeholder Engagement

**SR** – Scope of reporting

### Section 3 – Community Management Practice

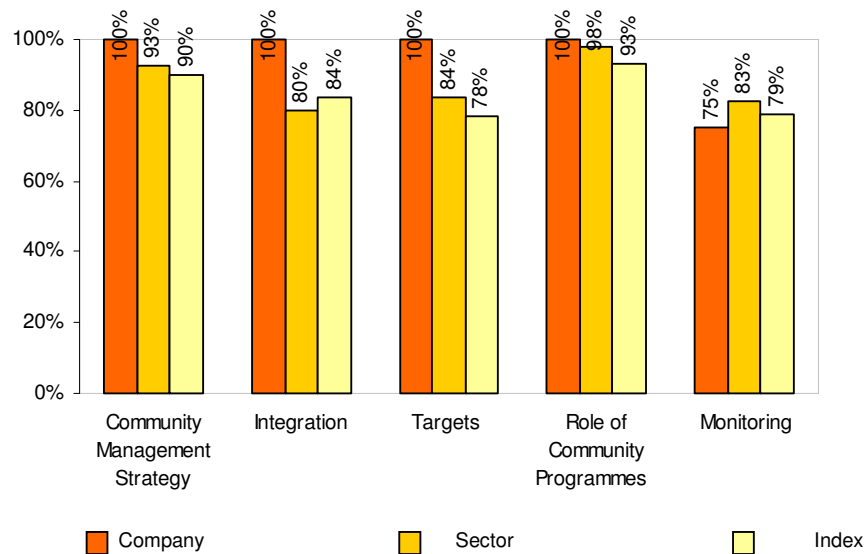
This section of the Community Index looks at how the community policy and strategy is managed and delivered. It covers;

- the extent to which community strategy reflects the key community issues identified in Section 1
- review of the strategy
- integration of the strategy with key business activities
- setting of management targets
- internal and external communications
- training
- monitoring

Key aspects that determine how companies achieve a high score in this area include;

- Extent to which the activities mentioned above cover the breadth of the business operations
- Public communication of strategy and management targets
- The extent to which reviews are conducted and acted upon

The graph below highlights scores for the questions covering the following areas: Community Management Strategy, Integration, Targets, Role of Community Programmes and Monitoring.



## Section 4 – Performance and Impact

This section looks at how companies approach and understand the performance and impact of their community investment strategies. It covers;

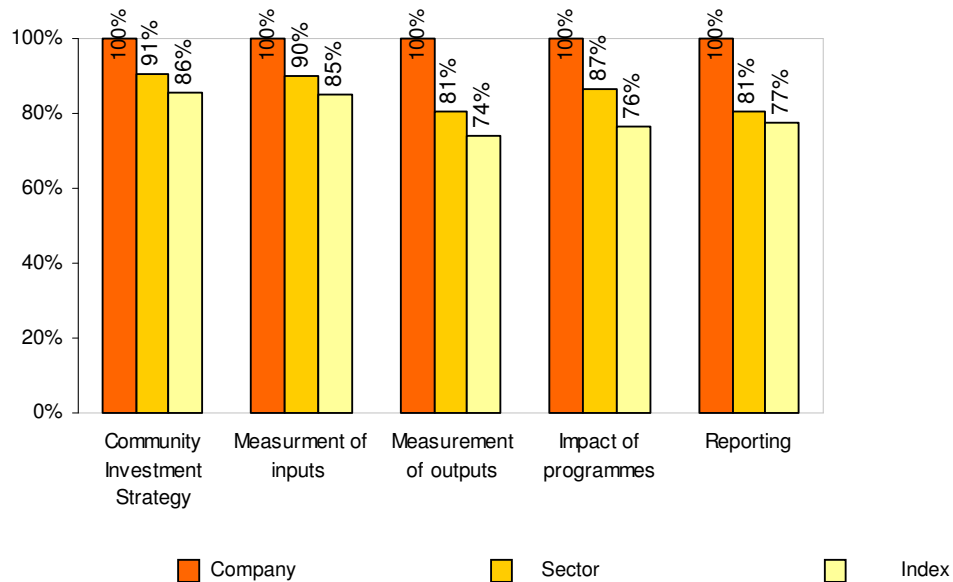
- Role of strategic partnerships
- Measurement
- Internal and external communications on community investment

Companies that achieve high scores in this section;

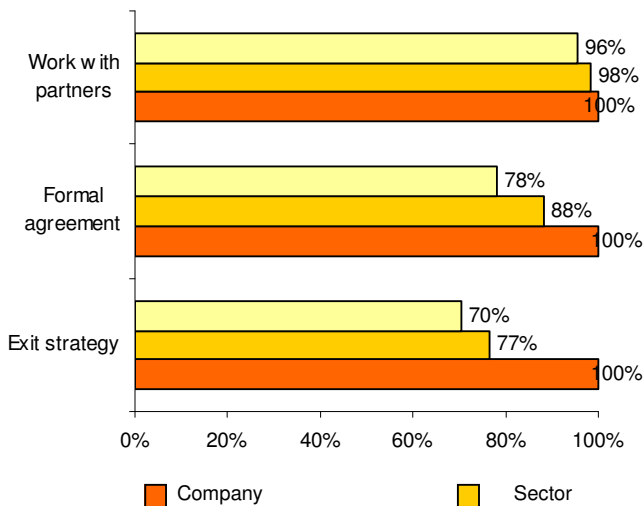
- Demonstrate the use of formal partnerships
- Measure the investment broken down by cash, employee time, gifts in kind and management costs
- Centrally collate community and business benefit of programmes
- Publicly report on inputs, outputs and targets, set in the context of progress over time

The graph below is a summary of your total scores for the performance and impact section. It shows the extent to which;

- your community investment strategy both links with your key community issues and works with strategic partners
- inputs outputs and impact are measured across the business
- community investment activities are reported



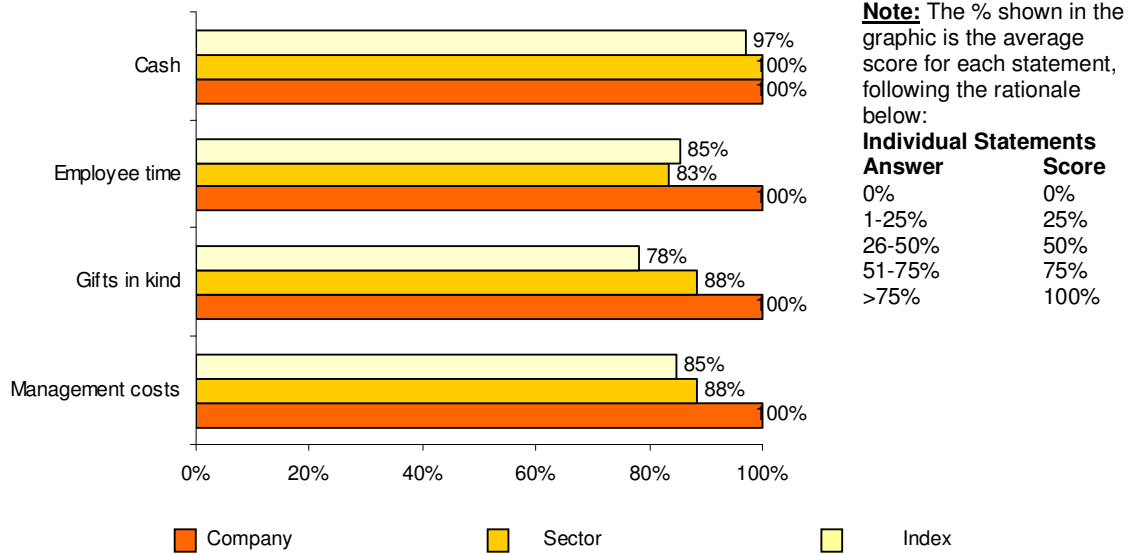
The following graphs breakdown the scores to key question areas in this section. The graph below shows the extent to which strategic partnerships have been developed to deliver your community investment strategy.



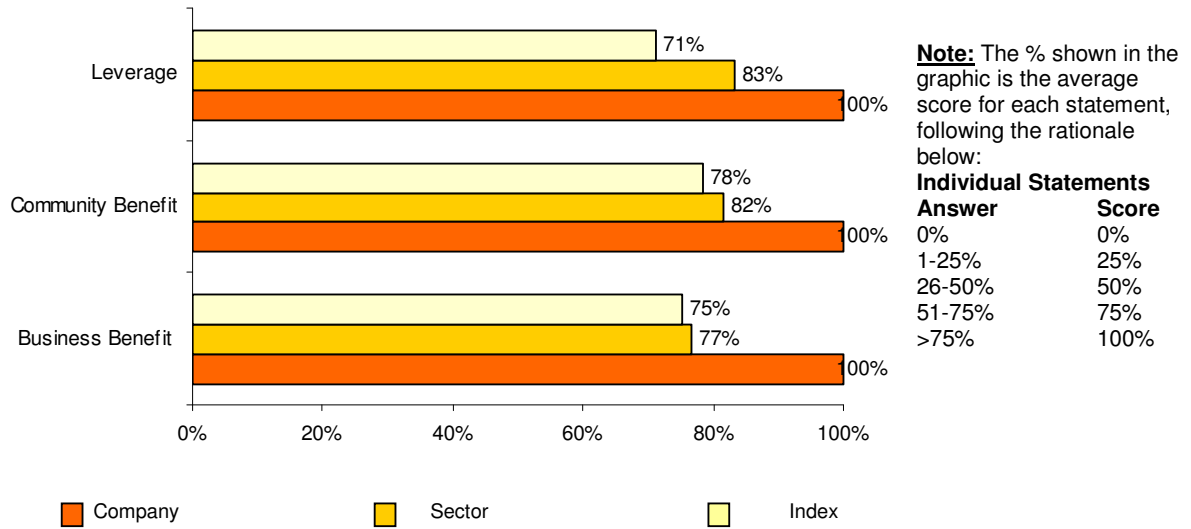
**Note:** The % shown in the graphic is the average score for each statement, following the rationale below:

Individual Statements Answer	Score
0%	0%
1-25%	25%
26-50%	50%
51-75%	75%
>75%	100%

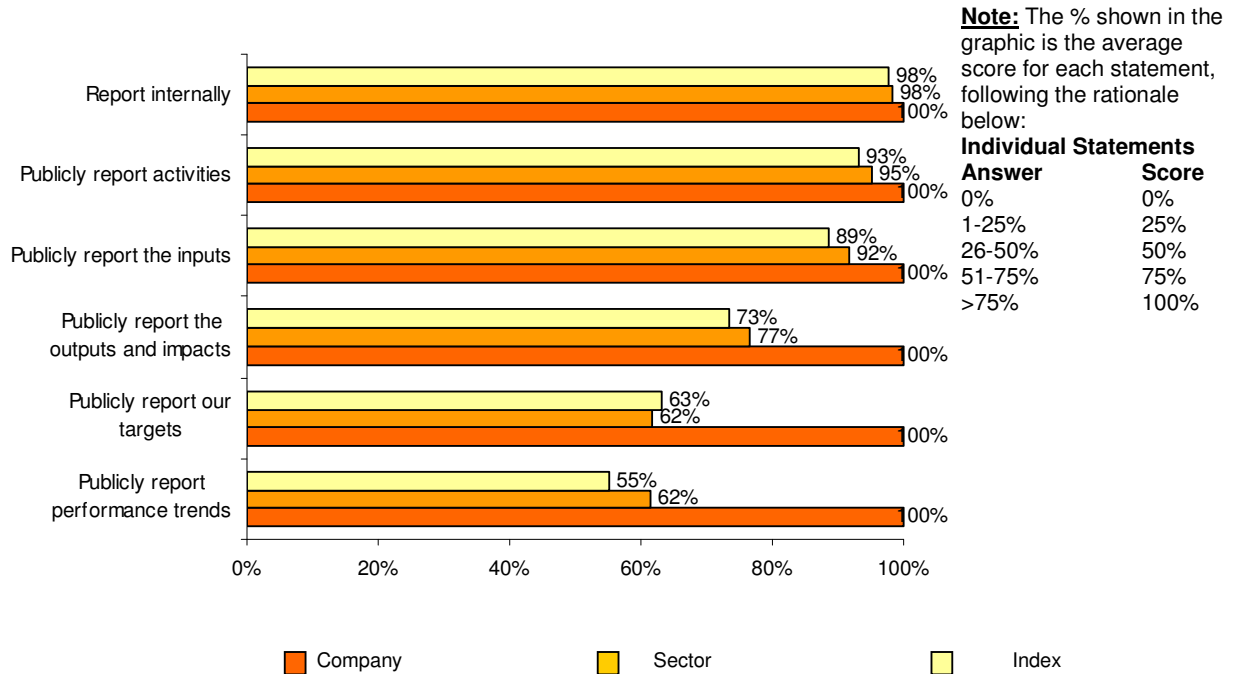
The graph below shows the extent to which your company measures and centrally collates the inputs of corporate community investment activities.



The graph below shows the extent to which your company measures and centrally collates the outputs of corporate community investment activities.



The graph below shows the extent to which your company reports internally and externally on corporate community investment.



Following comments from participants in our other benchmarking indices, Business in the Community is offering 'Benchmarking Plus'. The Benchmarking Plus service builds on this Feedback Report, and includes a narrative report detailing gaps in community performance, recommendations for improvement, and examples of good practice, as well as a meeting to discuss findings and explore next steps.

If you would like further information about our Benchmarking Plus service, please contact Katy Neep, Research and Development Co-ordinator on 020 7566 8696 or via email on [Katy.Neep@bitc.org.uk](mailto:Katy.Neep@bitc.org.uk).



Business in the Community is a unique movement of over 750 member companies, with a further 2,000 plus engaged through our programmes and campaigns. We operate through a local network of more than 100 business led partnerships and 90 plus global partners.

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