



Corporate Citizenship

Sustainability, Simplified.

The Power of Benchmarking

7 October 2014

**CORPORATE CITIZENSHIP
BENCHMARKING
SERVICE**



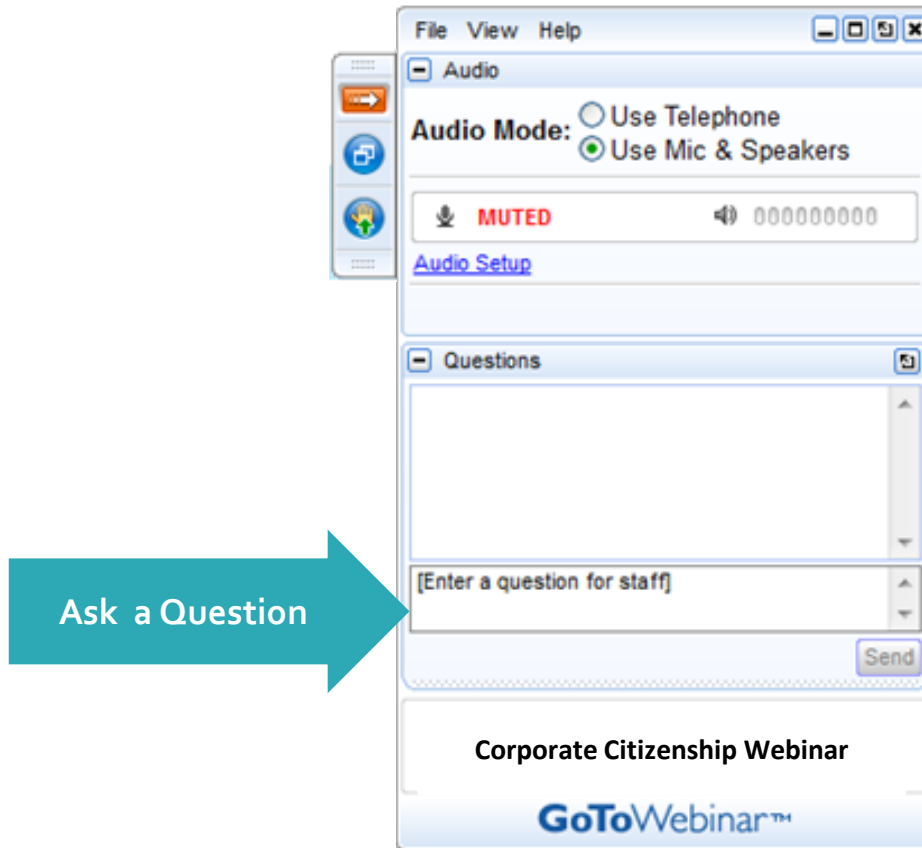
CORPORATE CITIZENSHIP

Part of The Good Relations Group

Agenda

- Introductions
- The value of benchmarking
- Examples in practice
- How to do it – best practice benchmarking tips
- How not to do it – bad benchmarking

Asking questions



Introductions



Richard Hardymont

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David Logan

Co-founding Director



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1997 Depth and Breadth
Society and Environment
Business Impact
FTSE 100 and Fortune 500



What do we mean by benchmarking?

*“Benchmarking is an **objective evaluation**, based on clear definitions and metrics, that **compares performance** against a specific norm, standard or group of companies”*

The value for business



1. Learn from others



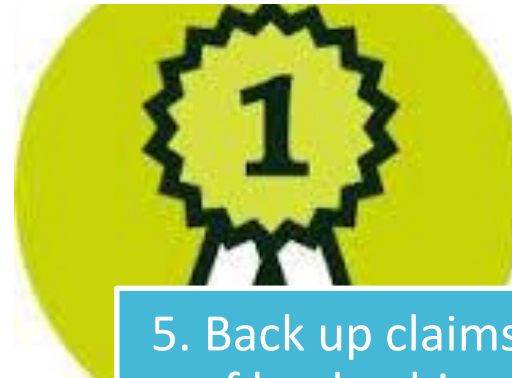
2. Understand trends



3. Make the case to do more



4. Defend from attack

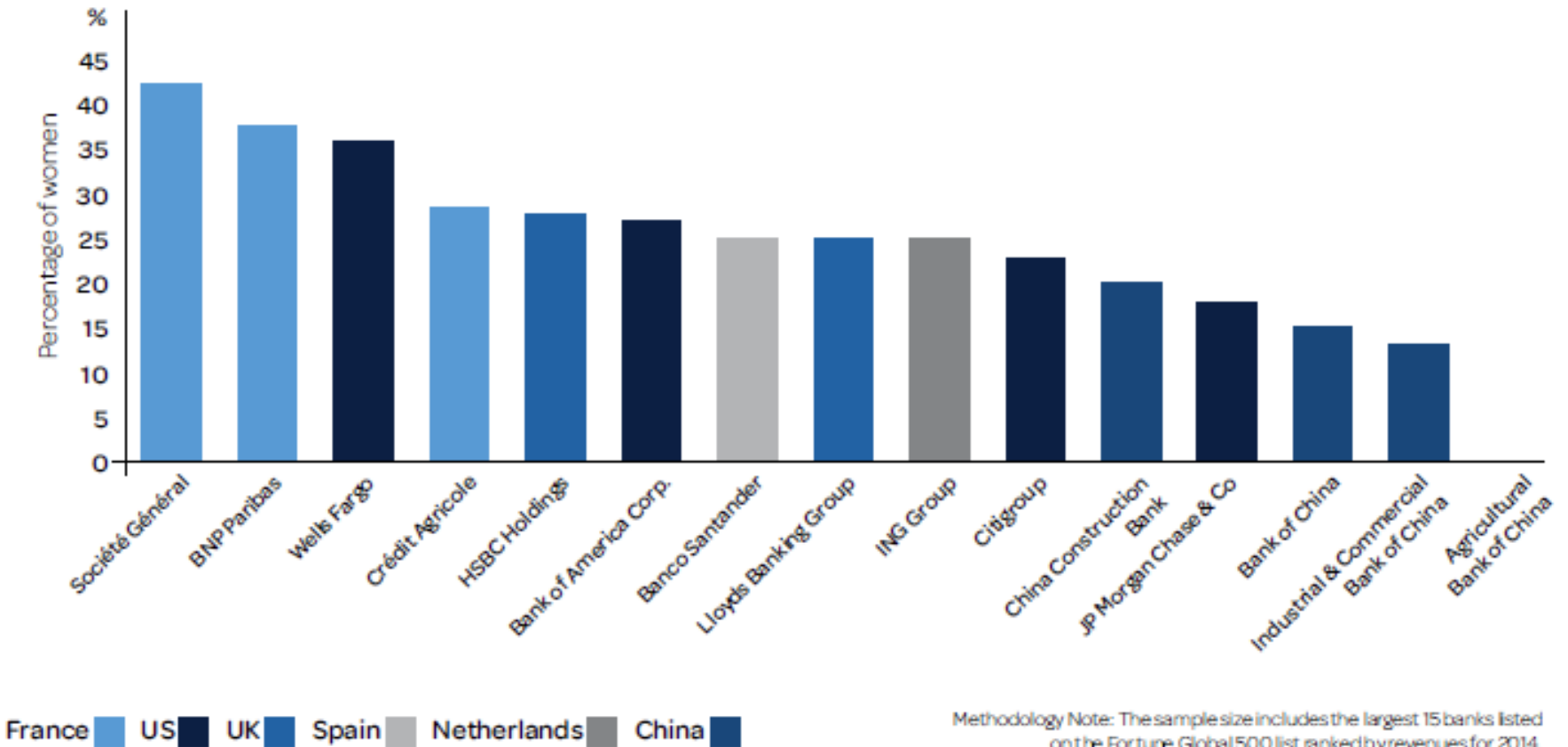


5. Back up claims of leadership

Women on the board - banks

PERCENTAGE OF WOMEN ON BOARD OF DIRECTORS AT GLOBAL BANKS

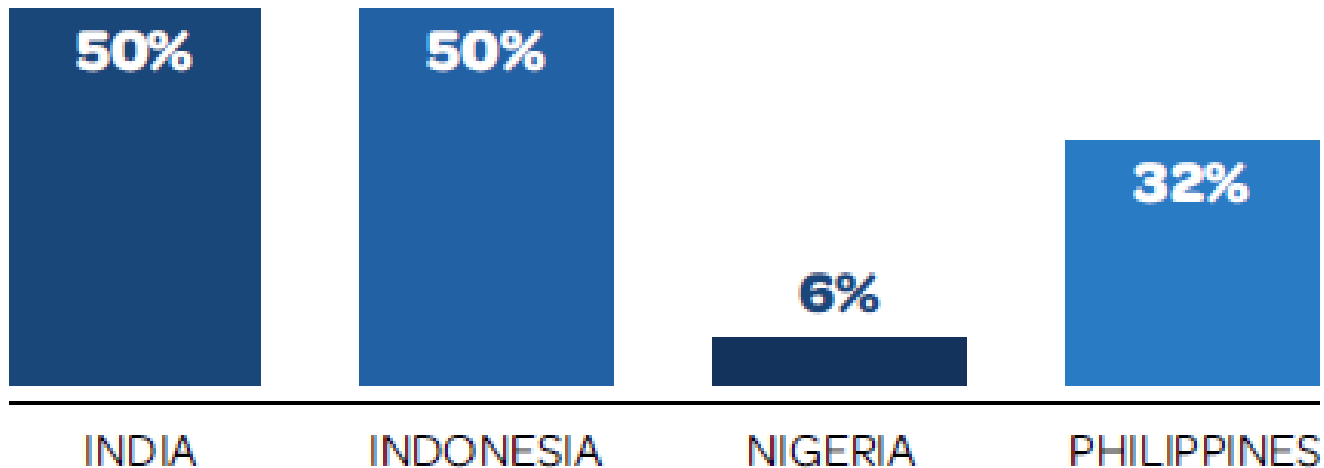
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Methodology Note: The sample size includes the largest 15 banks listed on the Fortune Global 500 list ranked by revenues for 2014.

Unilever – Affordability of products in developing countries

**COST OF TOOTHPASTE IN FOUR COUNTRIES
(% OF PRICE OF 6 EGGS)**



Source: 2006 Unilever Sustainable Development Report

Unilever – union membership

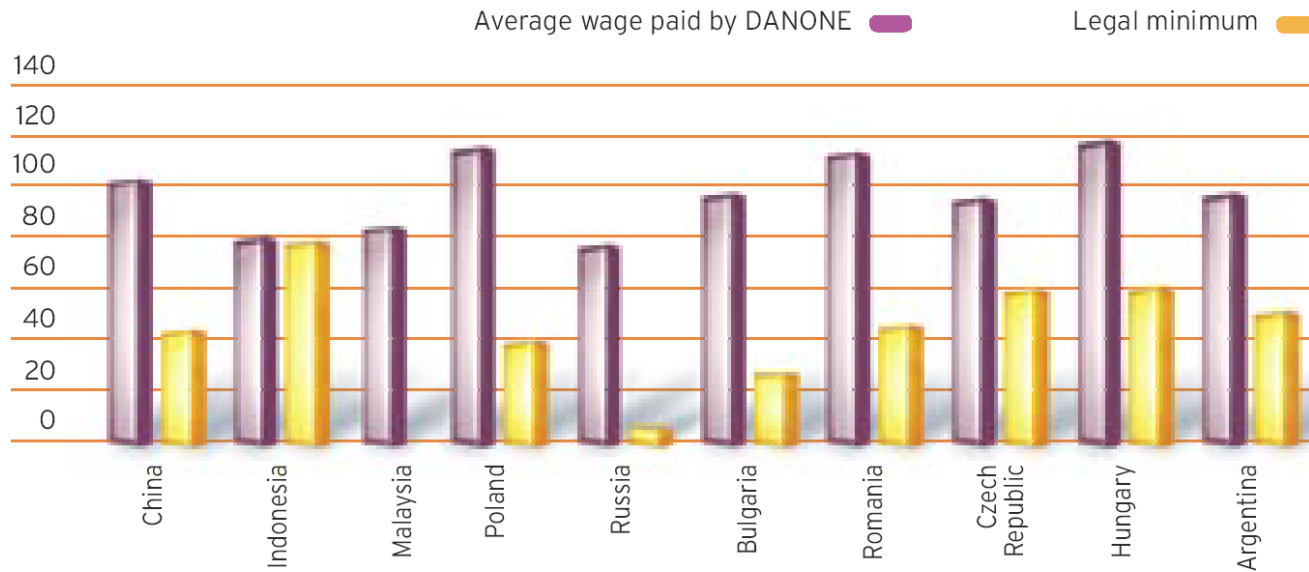
> **Table 25: Trades union membership across Unilever companies 2001**

	<i>% of Unilever employees in trades union membership</i>	<i>National average of workforce in trades union*</i>
Canada	36	37
Ghana	91	N/A
Indonesia	77	3
HPC USA	14	14
Netherlands	25	26
Turkey	61	N/A
UK	42	33

**From ILO World Labour Report 1997-8, based on 1995 estimates*

Danone – Paying fair wages

INDICATOR



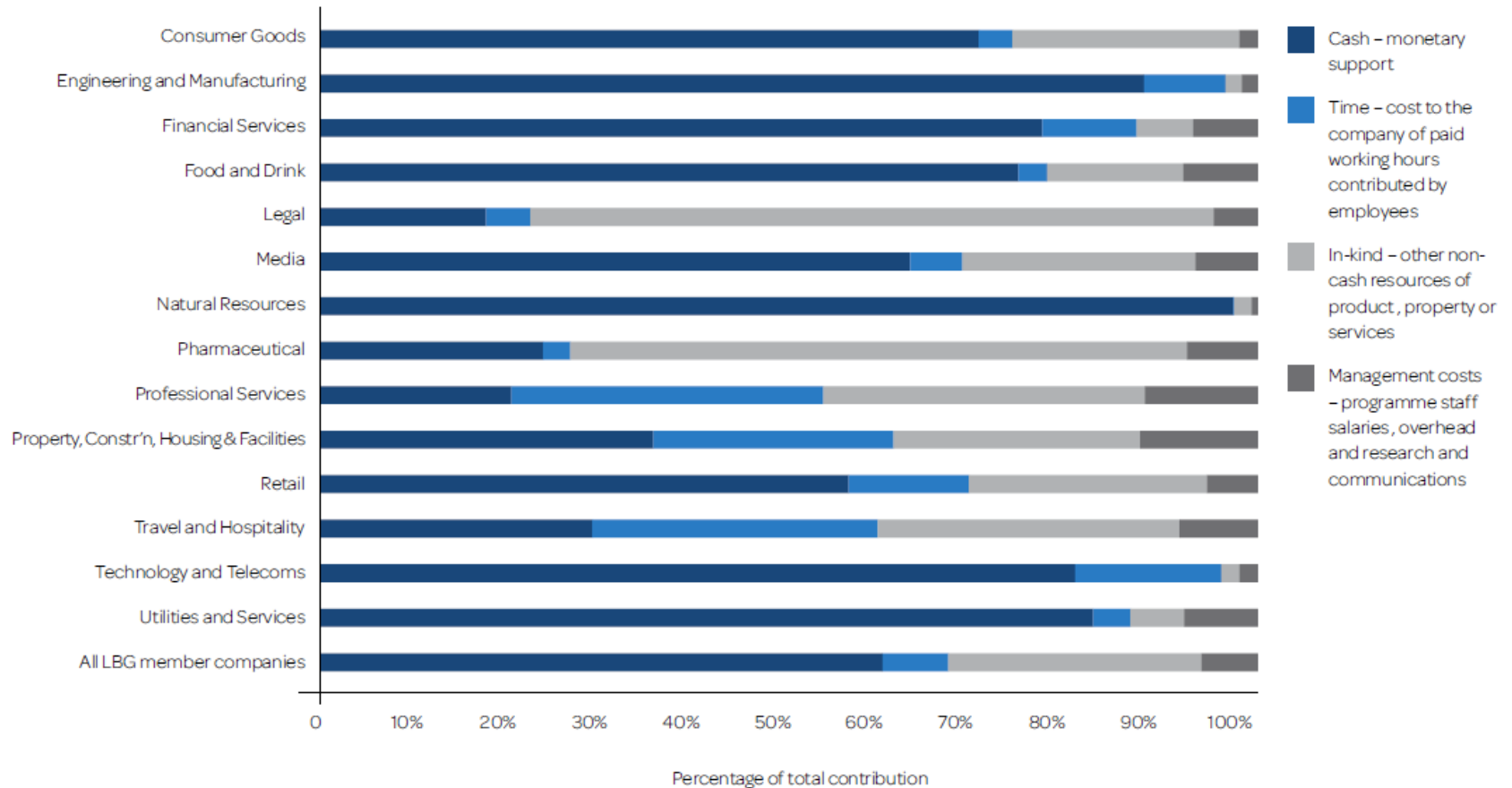
Wages of workers at the lowest level of qualification

100 = food-industry average for the country

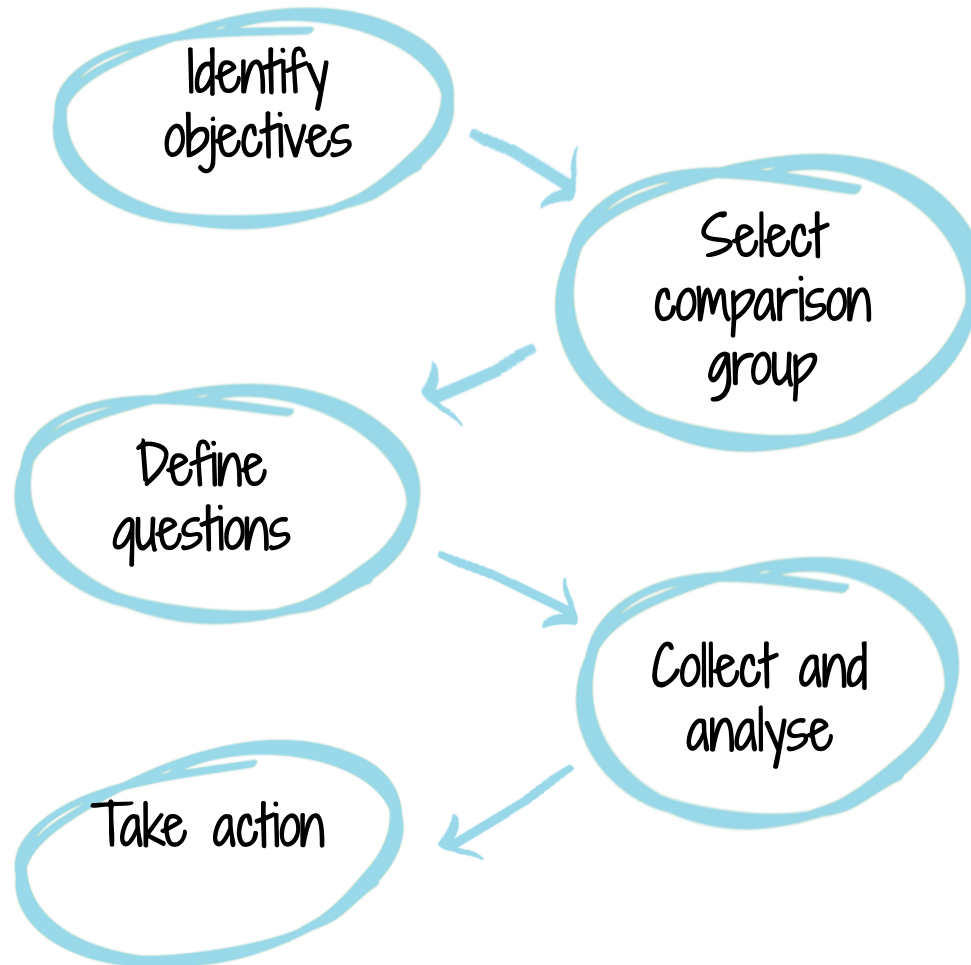
Example: the wage (excluding deferred payments and benefits) of a worker at a DANONE factory in China is 102 compared with 42 for the minimum wage and 100 for the food-industry average

LBG – Comparing corporate community investment

BREAKDOWN OF COMMUNITY INVESTMENT BY TYPE OF CONTRIBUTION



Benchmarking best practice



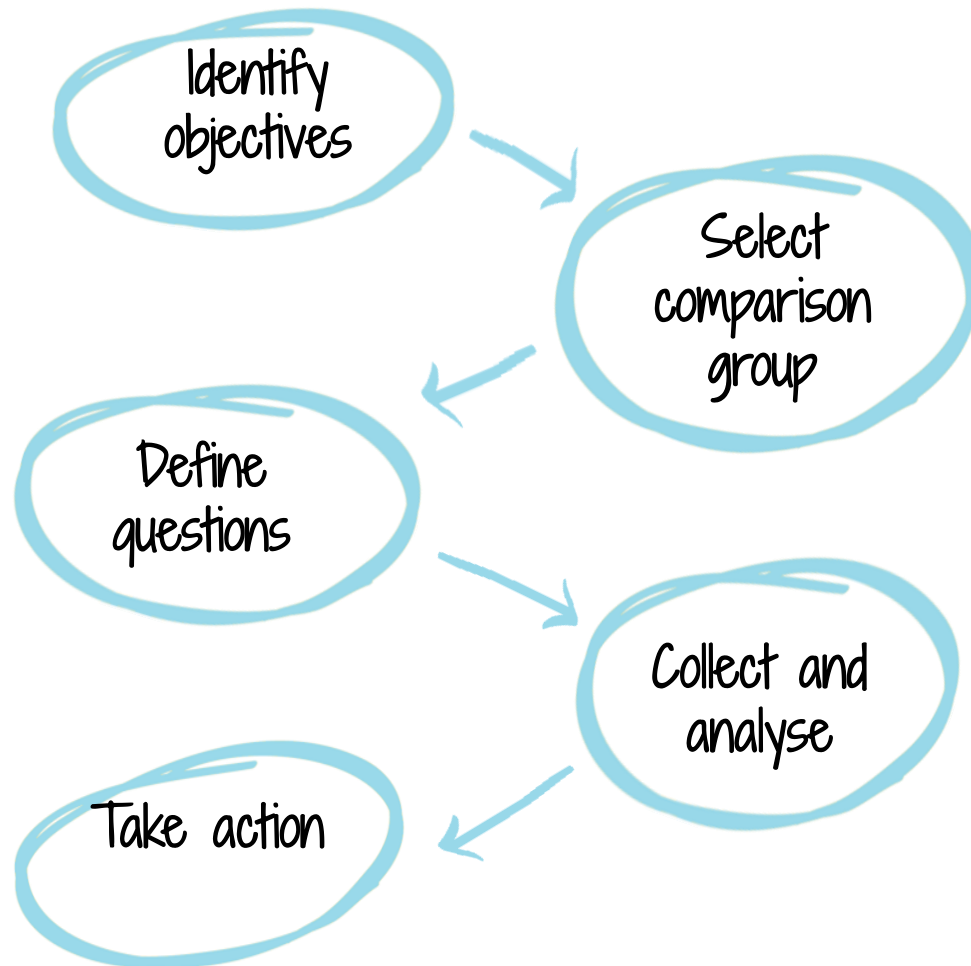
Benchmarking best practice

Identify objectives

Benchmark objectives

- Identify a position in the peer group
- Inform strategy development
- Determine best practice elements and set targets
- Understand trends over time
- Communicate performance to external stakeholders

Benchmarking best practice



Bad Benchmarking



Justify average performance



Stifle innovation

Final thoughts



“Benchmarking is a **first step**, not an end goal. The actions that follow differentiate companies.”

Corporate Citizenship Benchmarking Service

- Customized benchmarking reports on the full range of corporate responsibility and sustainability issues.
- Apply bespoke measurement and analysis tools to help organisations understand their place in the market, identify best practice and harness powerful insights that drive performance.
- Draw on published information from across the world, and contact peers and competitors directly.

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For more information, see our Paper: *The Power of Benchmarking* or [contact us](#) to see how we can help with your benchmarking needs

Thank you – any questions?

Contact details

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