Experienced stakeholders judge the world’s leading CR reports

Global Winners & Reporting Trends
April 2010
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The CR Reporting Awards 2010 Category Sponsors

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Dear Stakeholder

This is the third year of the CRRA, introduced as the first global corporate responsibility reporting awards in August 2007. We've seen growing interest among companies wishing to participate (which we need to balance against ensuring we don't have too many entrants) and an even greater increase in voter participation, with around 40% more votes compared with 2009 - over 8,000 votes this year.

Last year we wondered what effect the global recession would have on CR reporting. True, we seemed to have achieved unstoppable momentum, but there were dark clouds on the horizon, behind us and already all around us. Would CR budgets be cut? Would existing companies integrate CR into Annual Reports & Accounts in order to cut costs, and first-time reporters step back from taking the plunge?

Judging by the upsurge in CRRA participation, and confirmed by our global reporting statistics (see following pages) we needn't have worried. The growth rates in overall reporting, and in ‘first-time’ reporters have slowed only marginally during 2009 compared with previous years. More surprisingly, integrated reporting has yet to emerge as the great new trend, with very little growth from 2008 to 2009. For the moment, stand-alone reporting is still the chosen route, and its growth continues.

So it appears that, in the face of the recession, CR communication is holding its own.

We’ve set ourselves ambitious objectives for the coming year. We aim to continue developing the website to cover new aspects of corporate responsibility, making it even more useful to you. We also want to involve you, as one of our stakeholders, in dialogue and the exploration of new CR boundaries. We have 6,000 reporters profiled on our site and 31,000 registered users, together forming a stakeholder community with huge potential to set the pace. The CRRAs have done exactly this – stakeholder feedback in action, thanks to all participants. We’ll look at new channels of communication to assess your views and publish research, just as our stakeholders’ views already contribute to the Newsweek annual Green Rankings.

The second CR Debates on April 20th mark a stage on this journey.

Paul Scott
Managing Director
CR Reporting – taking stock

CorporateRegister.com collects reports from all regions, sectors and company sizes, so our statistics show the comprehensive global picture. We use ‘CR reporting’ as shorthand for a wide range of corporate non-financial reports including environmental, sustainability and community reports, also annual reports with significant relevant sections – see our website for further details.

These charts show snapshots from our statistics as of first quarter 2010. Our statistics are updated whenever we update the website, several times every week. Upgrading to a Professional Account (see page 30) gives access to a wide range of up-to-date statistics.

FIG 1: Global report output per year

Reporting across all sizes of company has grown steadily since 1992 and appears unaffected by the global recession. We expect around 4,000 reports to be published during 2010.

Reporting by region

FIG 2: Reporting output by year, by region

Europe has always taken the lead in CR reporting, and the reporting gap continues to widen. Some of the first reports were produced in Europe nearly 20 years ago, and although there are differences across the region (northern and western countries having been more enthusiastic reporters than southern and eastern ones), momentum generated from being regional first-mover established a large lead. This lead has been widened further as companies in some European countries (especially the UK and Germany) have accepted and acted upon the need to communicate on corporate responsibility.

North America and Asia have followed a similar growth path, developing in step with each other. We anticipate that similar growth will continue for at least two years. This will change if mandatory reporting becomes established. Until recently this had appeared more likely in some Asian countries, but the recent SEC climate change reporting announcement changes the picture.¹

Most Asian reports are from Japan, but this picture is changing. In particular, many Chinese companies are beginning to report, and although most of these publications are only available in Chinese, we anticipate that they will soon be made available to an international audience.

First-time reporting

FIG 3: First-time reporters 2005-2009

An important indicator of the dynamics of CR reporting. How many companies take the decision to produce a CR report for the first time, especially in a global recession?

Our statistics provide evidence that the voluntary approach to reporting is thriving, and that around one-fifth of reports in any year are first-timers. The breakdown of first-time reports by region reveals a distribution similar to the overall report output by region in Fig. 2.

We would expect the success of any national mandatory reporting programme to be demonstrated by this indicator – stay tuned!

¹ In early 2010 the US Security Exchange Commission issued interpretive guidance (“Commission Guidance Regarding Disclosure Related to Climate Change”) on US listed companies including climate change issues in their annual reports to the SEC and to investors.
Types of report

We categorise reports on the CorporateRegister.com database by using a long list of defined report types and checking their content (not necessarily the same as the report title). Fig 4 shows a consolidated picture with the many individual report types reduced to a few main groupings.

This chart illustrates how corporate non-financial reporting has developed from predominantly single-issue (mainly environmental) reports two decades ago, into the multi-issue reports we know today. We differentiate between ‘CSR/Corporate Responsibility’ and ‘Sustainability’ reports. While both can cover multiple issues such as environment, society, community, ethics, supply chain, human rights etc, only ‘Sustainability’ reports include economic / socio-economic information.

‘Corporate Responsibility’ and ‘Sustainability’ are the two most important current report types. Last year’s CRRA report identified the tide to be turning in favour of ‘Corporate Responsibility’ reports, and this is continuing.

Integrated reporting

Integrated reporting is the combination of financial and non-financial reporting in a single document, in place of separate Annual reports and CR reports. ‘Integrated’ reporting has been hailed as the ‘next big thing’ in CR reporting. Well, perhaps it will be, but we’ll have to wait a little longer for the statistics to show the evidence.

It would make sense for both financial and non-financial issues to be communicated in a unified report, and there are several initiatives working to make this happen. There are also many issues which need to be resolved: the balance of financial to non-financial (true ‘integration’ is one thing, the reduction of an entire CR report into a few pages and footnotes in a sprawling Annual Report quite another); the question of external assurance (will assurance of integrated reports become the exclusive territory of the big auditors?); the issue of readability and keeping reports to a reasonable length.
GRI reporting – how the numbers stack up

Companies looking for a global standard framework on which to base their CR reports do not have much choice: it’s the Global Reporting Initiative or nothing. Many significant reporters choose not to follow this framework, and it’s difficult to argue why everyone should – it entails much effort with scores of indicators which may or may not coincide with those tracked to run the business. It has a bewildering system of application levels and adds further confusion on the issue of assurance, and it remains unclear as to who is actually benefitting from the whole process (the most authoritative study to date shows that indicators across at least two major business sectors are not comparable across regions).2

We track reports with a GRI contents index, and our statistics show current use of this framework by just over one third of reporters. There is a gradual increase in reports using the framework.

At the same time there is strong lobbying for proposed mandatory reporting in several countries to stipulate use of the framework. Our view is that both these issues, mandatory reporting and use of the framework, should be debated independently, on their own merits. One must not automatically follow the other.

Regional uptake of the framework is very variable. The high levels in Africa & Middle East are driven almost solely by South African reporters, obliged to report against some GRI indicators by Johannesburg Securities Exchange rules. The greatest uptake can be seen in South America, where use of the framework is now generally expected from reporters, and also in Spain, which is by far the most enthusiastic of European GRI reporting countries (and where nearly 70% of 2009 reports followed GRI, influencing overall European statistics).

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2 ‘GRI reporting. Aiming to uncover true performance’ WestLB AG 2007
IN THIS SECTION:

• Entrants and voting process
• The winners, and how they won
The CR Reporting Awards 2010 Sponsors

**Best First Time Report – Responsible Investor Magazine**
Responsible-Investor.com provides institutional investors with a comprehensive online magazine and information resource which recognises the growing requirement to achieve investment returns within an environmental, social and corporate governance framework.

**Best SME Report – Ethisphere**
The research-based Ethisphere Institute is a leading international think-tank dedicated to the creation, advancement and sharing of best practices in business ethics, corporate social responsibility, anti-corruption and sustainability.

**Best Integrated Report – Vrai**
Vrai is a fresh, new and vibrant independent Print and Direct Mail Management Consultancy that works solely with those organisations that have a need or desire to make responsible print and mailing choices.

**Best Carbon Disclosure – Bureau Veritas**
Since 1828 Bureau Veritas has helped clients comply with and anticipate standards and regulations relating to Quality, Health & Safety, Environment and Social Responsibility. Bureau Veritas is recognised as a leader in Corporate Responsibility (CR) strategy, report development and assurance services in a variety of sectors.

**Creativity in Communications – Green Monday**
Green Monday is a networking and knowledge exchange event that helps large businesses accelerate their low carbon and wider environmental sustainability programmes.

**Relevance and Materiality – Two Tomorrows**
Two Tomorrows is a world-leading sustainability consultancy formed by the merger of pioneering CSR and sustainability firms csrnetwork and Sd3 in January 2009.

**Openness & Honesty – JustMeans**
Justmeans helps companies engage with people on issues of social responsibility using our simple technology tools. Companies are able to reach over 150,000+ creative thinkers, engineers, inventors, designers, entrepreneurs, scientists and business people from the Justmeans community.

**Credibility through Assurance – Sustainable Business**
Sustainable Business is a unique monthly magazine covering environmental issues of strategic importance to businesses and organisations in the public and private sector.
The CR Reporting Awards 2010

We're proud to present the third global independent annual awards for CR reporting, and we'd like to thank all this year's participants for making it possible. Thank you!

The Reasoning behind the Awards

We think it's important to identify and acknowledge achievement in the field of corporate responsibility. It shows companies where they're on track, gives others an idea of the standard they may be expected to meet (and where they may fall short), and gives a sense of cohesion in a wide-ranging and quickly-evolving area.

Our company is small, independent and focussed on corporate responsibility. Founded in 1996, we're in this for the long term. We have 31,000 global stakeholders registered and using our website, all interested in CR reporting and representing one of the largest CR stakeholder audiences anywhere. We respect panels of appointed experts (we should do – we've been appointed to many such panels, national and international, ourselves!) But we consider harnessing the wisdom of crowds, by inviting our online community to decide the results, to be the most convincing and independent voting format.

Three years of analysing results and voting patterns, using the same framework of categories and criteria, convinces us that these are the ‘right’ results if we're looking for consensus on ‘good’ reporting.

How we organised the Awards

We have a structure of nine reporting categories, across two areas:

1. Types of Report
   - Best Report
   - Best First Time Report
   - Best SME Report
   - Best Integrated Report

2. Aspects of Reporting Transparency
   - Carbon disclosure
   - Creativity in Communications
   - Relevance & Materiality
   - Openness & Honesty
   - Credibility Through Assurance

Taking September 2008 to September 2009 as the reporting period, we invited reporting companies profiled on our website to enter the CRRA. There's a small fee to enter each category (ranging from £50-£150) which is put towards the CRRA programme and report. All companies entering at least two categories receive a free invitation to enter our annual CR Debate and Gala Evening with Awards ceremony (held in London 20th April 2010).

This year 130 companies entered the CRRA. We had intended to limit the field still further – the original CRRA’07 attracted 300 companies and this number was clearly overwhelming for the voters. We are considering how to reduce the number of entries next time.

Awards Timeline

- **Call for entries**
  - 29th September 2009

- **Entrants list closed**
  - 16th October 2009

- **Voting opened**
  - 26th October 2009

- **Voting closed**
  - 30th January 2010

- **Winners announced**
  - 20th April 2010
The CRRA Entrants

The reports entered this year have a regional breakdown comparable to the output of all reports published during the year, although North America has a particularly high proportion of entries compared with its annual output. Asia, (especially Japan), is somewhat underrepresented and we would like to encourage companies from this region to enter next year’s CRRA.

FIG 9: CRRA Entrants by region

The Results – Online Voting

Voting opened September 29 2009 and closed January 30 2010. All signed-up users of CorporateRegister.com could view all reports across all nine Awards categories, and use a single set of votes throughout the voting period. Voters could review their choices, change their minds and add further votes as often as they wished, until the deadline.

Over the 3 month voting period 8,152 votes were registered – a significant increase on the previous year.

Integrity of the Voting Process

In any voting process there are those who try to gain unfair advantage. There are also those who, unaware that they are contravening the rules, may attempt to influence the outcome unfairly. From the outset of the CRRA in 2007 we made it clear that the integrity of the voting process is of paramount importance to us, and that measures are in place to identify and discount irregular votes. We are satisfied that the entire voting process has integrity, and that the category winners are indeed the ‘real’ winners.

Employees of reporting companies are not allowed to vote for their own reports.

Such votes are ‘invalid’. This rule is made clear throughout the voting process, and companies entering the CRRA are also made aware of it. Clearly, if we did not have this rule in place then systematic voting could jeopardise the integrity of the results, as the largest companies with the most employees might encourage their employees to sign up and vote (or employees simply take it upon themselves to vote for their company). We identify all voters, check if they have any votes for their own company (via registration details and also IP checks) and discount these votes. This year we discounted a total of 1,020 ‘invalid’ votes, or 12% of the total.

We also track other votes which may be ‘bad’ for one of a number of reasons: For example the voters may have signed up with fictitious details, or created blocks of repetitive votes for the same company. We term these ‘bad’ votes and discount them also. This year we discounted a total of 151 ‘bad’ votes, or 2% of the total.
Who placed ‘bad’ or ‘invalid’ votes?

As in previous years, we can see that the majority of these votes were from users signing up with us after the voting opened. Once again, our constituency of existing users was far more reliable, and if the pattern from previous years is followed, many of the ‘new’ voters will have used the site just once, in order to vote – we won’t see them signing in again.

The vast majority of invalid/bad votes were for a few companies in Portugal. These companies will not be invited to participate in the next CRRA.

The remaining 6,981 valid votes formed the basis for our results. Here’s where the votes came from, both regionally and by stakeholder group:

FIG 12: CRRA’10 votes by region

FIG 13: CRRA’10 votes by stakeholder group

FIG 10: ‘Good’ votes v ‘Bad’ votes

FIG 11: ‘Bad’ & ‘Invalid’ votes by country 2010
Best Report  The winners

Every report entered into the CR Reporting Awards was automatically entered into this category, to identify the best overall report.

What makes a good report? This is open to debate, which makes the results all the more revealing. We asked our users to consider 5 essential elements: Content, Communication, Credibility, Commitment & Comparability.

The entrants
This category received 60 entrants, all of which received valid votes by the end of the voting period.

The results

Winner
Vodafone Group plc
Corporate Responsibility Report. For the year ended 31 March 2009

Selected voters’ comments on the report:
“I believe it addresses all stakeholder issues in a way that allows me to understand their approach to sustainability.”
Corporate CSR Professional, Mexico

“Comprehensive content that works well in conjunction with the website. Allows stakeholders to read only what they feel necessary, without wading through too much unwanted info.”
Corporate CSR Professional, UK

Runner Up #1
BP plc

Runner Up #2
Co-operative Group Limited

4th  BMW AG
5th  Coca-Cola Enterprises Inc
6th  Volkswagen AG
7th  Dell Inc
8th  Bayer AG
9th  Barclays plc
10th  Tesco plc
Best Report How the winners won

Distribution of scores

FIG 14: All scoring entrants

Winning characteristics

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Scoring by stakeholder group, compared with average across all categories

FIG 15a: This category

FIG 15b: Overall

Scoring by region for the top 3 reports

Vodafone Group plc (UK)

BP plc (UK)

Co-operative Group (UK)
The CR Reporting Awards – Global Winners & Reporting Trends

Best First Time Report The winners

The category was for companies who had produced their very first CR report.

The entrants
This category received 21 entrants, all of which received valid votes by the end of the voting period.

The results

Winner
The Walt Disney Company
2008 Corporate Responsibility Report

Selected voters' comments on the report:
“Good first step, am looking forward to their next release to check on improvements and innovation”
Corporate CSR Professional, Peru

“Excellent first time entry. Disney had an excellent team assembled and took advantage of many of the sustainability traits that have been in the organization for years. The report pulls this information together in a great format.”
Academic, USA

Runner Up #1
Brasil Foods SA

Runner Up #2
888 Holdings Public Limited Company

4th AstraZeneca Canada Inc
5th Société de transport de Montréal
6th TUI Travel plc
7th Corporate Express Australia Ltd
8th Vaisala Oyj
9th Jumeirah Group LLC
10th Millipore Corporation

Category sponsor

Responsible-Investor.com

If excellence in corporate responsibility delivers greater shareholder value, Responsible-Investor.com is where CSR becomes investor relations reality. Responsible-Investor.com provides institutional investors with a comprehensive online magazine and information resource which recognises the growing requirement to achieve investment returns within an environmental, social and corporate governance framework.

What does this mean for corporations?
“Analysts need information about environmental, social, and governance performance in order to identify the best companies in which to invest. Companies that are transparent will be rewarded by the market.” Paul Hilton, director of advanced equities research at Calvert.

Or in the words of Fred Kindle, President and CEO, ABB Ltd:
“Environmental, social and human rights concerns influence the bottom line.”

What do pension funds think about Responsible-Investor.com?
“Given the breadth and depth of this subject and the vast quantities of information available, it is invaluable to have an information service like Responsible Investor which can be relied upon to pick out the global news items that we need to know about. We especially enjoy your bigger picture ‘monthly features’ which ask thought provoking and pertinent questions and take pains to identify the bare facts and practical implications.”
Sally Bridgeland, CEO, BP Pension Trustees Limited

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+44 20 8682 3638 | tony@responsible-investor.com | www.responsible-investor.com
Best First Time Report: How the winners won

Distribution of scores

FIG 17: All scoring entrants

Winning characteristics

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Scoring by stakeholder group, compared with average across all categories

FIG 18a: This category

FIG 18b: Overall

FIG 19: Scoring by region for the top 3 reports
The CR Reporting Awards – Global Winners & Reporting Trends

Best SME Report

The winners

Our definition of SME (micro, small and medium-size enterprises) is fewer than 250 employees and annual turnover of less than €50m.

The entrants

This category received 12 entrants, all of which received valid votes by the end of the voting period.

The results

Winner

RecycleBank LLC

2008 Second Nature. Reporting on Corporate Social Responsibility

Selected voters’ comments on the report:

“An ethical company with a solid report”
CSR Consultant, UK

“Visually appealing, with navigation using a GRI index, is fun, factual, and demonstrates a real insight into their CR programme”
Other / Support Service, UK

Runner Up #1

Instituto Ethos

Runner Up #2

Allen & York Ltd

4th Urgent Couriers Limited
5th Henry Davis York
6th Spring Romance Properties 34 (Pty) Limited
7th Abreu & Associados – Sociedade de Advogados RL
8th Net Balance Management Group Pty Ltd
9th WPA Pinfold Ltd
10th VBV – Vorsorgekasse AG

Category sponsor

Ethisphere

The research-based Ethisphere Institute is a leading international think-tank dedicated to the creation, advancement and sharing of best practices in business ethics, corporate social responsibility, anti-corruption and sustainability.

The Institute’s associated membership groups, the Ethisphere Council and Business Ethics Leadership Alliance, are forums for business ethics that includes over 200 leading corporations, universities and institutions. These groups are dedicated to the development and advancement of members through increased efficiency, innovation, tools, mentoring, advice, and unique career opportunities.

Ethisphere Magazine, which publishes the globally recognized World’s Most Ethical Companies Ranking™, is the quarterly publication of the Institute. Ethisphere provides the only third-party verifications of compliance programs and ethical cultures, Ethics Inside Certification® and Compliance Leader Verification.

More information on the Ethisphere Institute, including ranking projects and membership, can be found at http://ethisphere.com.

Contact: Erin Fullerton, Director of Marketing
+1 720 855 8212 | efullerton@ethisphere.com | http://ethisphere.com
Best SME Report: How the winners won

Distribution of scores

Winning characteristics

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Scoring by stakeholder group, compared with average across all categories

FIG 21a: This category

FIG 21b: Overall

FIG 22: Scoring by region for the top 3 reports

- RecycleBank LLC (US)
- Instituto Ethos (Brazil)
- Allen & York Ltd (UK)
Best Integrated Report  The winners

Most corporate responsibility reports are ‘stand-alone’ ie they are separate from the Annual Report & Accounts (AR&A). Increasingly, companies are combining non-financial aspects into their AR&As, and the best are integrating them fully, rather than including just a small section of non-financial information. The award is for the report that most successfully integrates the financial & non-financial aspects.

The entrants
This category received 15 entrants, all of which received valid votes by the end of the voting period.

The results

**Winner**
Novo Nordisk A/S
Novo Nordisk 2008 Annual Report

Selected voters' comments on the report:

“Remains the leader in this area by a long way”
Other / Support Service, UK

“A most mature & integrated report”
Other / Support Service, India

**Runner Up #1**
BASF SE

**Runner Up #2**
Veolia Environnement

4th SolarWorld AG
5th The SAS Group
6th AXA SA
7th Anglo American Chile
8th Syngenta International AG
9th Indra Sistemas SA
10th Compañía Minera Doña Inés de Collahuasi SCM

Category sponsor

Vrai

Vrai is a fresh, new and vibrant independent Print and Direct Mail Management Consultancy that works solely with those organisations that have a need or desire to make responsible print and mailing choices.

We have a wealth of experience working in the print and direct mail sector specialising in providing impartial advice for our CSR/Sustainability or Ethically minded clients.

Vrai provides a one-point-of-contact managed service to print, finish, mail and distribute all of your printed documents. We guarantee to provide the very best solution for your varying needs. We’ll balance cost and schedule to provide the solution that will best ensure supply chain integrity and reputation management.

**Contact:** Romona Harron-Harding, Director
+44 7817 658 349 | romona@vrai-ltd.co.uk | www.vrai-ltd.co.uk

Vrai assures clients of the very best socially and environmentally responsible, high quality print and mailing solutions available.

Print and Mail Responsibly.
Best Integrated Report  How the winners won

Distribution of scores

FIG 23:  All scoring entrants

Winning characteristics

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Scoring by stakeholder group, compared with average across all categories

FIG 24a:  This category

FIG 24b:  Overall

Scoring by region for the top 3 reports

FIG 25:  Scoring by region for the top 3 reports

Novo Nordisk A/S
(Denmark)

BASF SE
(Germany)

Veolia Environnement
(France)
The CR Reporting Awards – Global Winners & Reporting Trends

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 entrants
This category received 20 entrants, all of which received valid votes by the end of the voting period.

The results

Winner

Hewlett-Packard Company
Global Citizenship Report 2008

Selected voters' comments on the report:
“They did a good job on carbon disclosure. They even asked first-tier suppliers to disclose GHG emissions.”
Other / Support Service, USA

“A good carbon disclosure and the best part was regarding the level of influence that was reported for each emission source.”
Corporate CSR Professional, Sweden

Runner Up #1
BMW AG

Runner Up #2
Royal Dutch Shell plc

4th Dell Inc
5th Novo Nordisk A/S
6th Coca-Cola Enterprises Inc
7th Bayer AG
8th Panasonic Corporation
9th Veolia Environnement
10th ITC Limited

Category sponsor

Bureau Veritas

Since 1828 Bureau Veritas has helped clients comply with and anticipate standards and regulations relating to Quality, Health & Safety, Environment and Social Responsibility.

Bureau Veritas is recognised as a leader in Corporate Responsibility (CR) strategy, report development and assurance services in a variety of sectors. This includes the food, utilities, aviation, financial, property, transport, mining, construction, tobacco and pharmaceutical companies from the FTSE 100. We are experienced in working with organisations with a high public profile that have to address tough issues.

Our portfolio of CR services includes:

• Independent third party assurance and verification
• Carbon management
• CR strategy, reporting and risk assessment
• Stakeholder identification and engagement
• Bespoke audit and training (CR, Environment, Health & Safety, Social)
• Corporate energy strategy and energy management
• Design and implementation of Environmental Management Systems (EMS) to ISO 14001 and Integrated Management Systems (IMS)
• Carbon footprint calculation reporting services
• Green design and related services such as BREEAM certification
• CR supply chain management.

Our technical competence is based in the UK with access to a global network of CR specialists across 900 office locations in 140 countries.

Contact: Tracy Oates, Practice Manager, Sustainability Services
+44 20 7902 6165 | tracy.oates@uk.bureauveritas.com

20
Best Carbon Disclosure How the winners won

Distribution of scores

FIG 26: All scoring entrants

![Distribution of scores graph]

Winning characteristics

<table>
<thead>
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Scoring by stakeholder group, compared with average across all categories

FIG 27a: This category

![Scoring by stakeholder group, compared with average across all categories graph]

FIG 27b: Overall

![Scoring by stakeholder group, compared with average across all categories graph]

FIG 28: Scoring by region for the top 3 reports

Hewlett-Packard Company (US)

BMW AG (Germany)

Royal Dutch Shell plc (UK)

![Scoring by region for the top 3 reports graph]
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 entrants

This category received 30 entrants, all of which received valid votes by the end of the voting period.

The results

Winner

Coca-Cola Enterprises Inc
2008 Corporate Responsibility and Sustainability (CRS) Report

Selected voters’ comments on the report:

“This report is not overly designed and is a well balanced report which respects the material and the brand. The company uses clear navigation tools throughout including iconography, colour coding and information architecture to guide the reader through.”

Other / Support Service, USA

“This Coca-Cola is good at getting the message across, from its raw ingredients, its suppliers right through to the end consumer, its message is translated to each level of the process.”

Corporate CSR Professional, Australia

Runner Up #1

The Walt Disney Company

Runner Up #2

General Electric Company

4th Dell Inc
5th Royal Dutch Shell plc
6th ArcelorMittal
7th Hewlett-Packard Company
8th Aveda Corporation
9th Novo Nordisk A/S
10th AstraZeneca Canada Inc

Category sponsor

Green Monday

Green Monday is a networking and knowledge exchange event that helps large businesses accelerate their low carbon and wider environmental sustainability programmes. The event has been running in London since July 2008 and uses a well-tested formula. The early evening start and excellent speakers ensure we get a large crowd – it’s free for the CSOs from larger corporations, who form the majority of the audience and we make sure we get the right people by vetting every application. Everyone’s time is maximised by using a slick format (talks (45 mins), round tables (45 mins) and structured networking) that allows people to learn a great deal and make valuable connections in two hours. The very practical findings are then disseminated to our wider audience.

The Green Monday approach

1. The Talks: Each month the talks cover a researched plenary theme.
2. The Round Tables: Table syllabuses, Permanent Secretaries,

Tangible Outputs: (e.g. Sustainable Built Environment, Sustainable Supply Chain, Stakeholder Engagement).
3. Online MeetWithMe system - Allows attendees to see who is coming in advance and create meetings and send messages without revealing contact details.
4. The Green Monday TableWiki – the outputs from the tables are published and accessible to change – a powerful online resource.

Please contact us if you would like to organise Green Monday in your area. The event currently runs across the UK and is expanding to a number of other international centres this year.

Contact: Ben Patten, Managing Director

+44 20 3137 1728 | ben.patten@greenmondays.com | www.greenmondays.com
Creativity in Communications How the winners won

Distribution of scores

FIG 29: All scoring entrants

Winning characteristics

<table>
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Scoring by stakeholder group, compared with average across all categories

FIG 30a: This category

FIG 30b: Overall

FIG 31: Scoring by region for the top 3 reports

Coca-Cola Enterprises Inc (US)

The Walt Disney Company (US)

General Electric Company (US)
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 (ie those 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 entrants
This category received 45 entrants, all of which received valid votes by the end of the voting period.

The results

Winner
Vodafone Group plc
Corporate Responsibility Report. For the year ended 31 March 2009

Selected voters' comments on the report:
"Vodafone have independently assured their CSR report under separate headings and this adds a lot of additional credibility to the CSR report."
CSR Consultant, UK

"The report is again very nicely presented. It covers various geographies and presents details on key challenges. Sections on health impacts and consumer issues demonstrate Vodafone's sustainability approach."
Other / Support Service, India

Runner Up #1
Volkswagen AG

Runner Up #2
BP plc

4th General Electric Company
5th Bayer AG
6th Ford Motor Company
7th British American Tobacco plc
8th De Beers SA
9th Allianz SE
10th Coca-Cola Enterprises Inc

Two Tomorrows

Two Tomorrows is a world-leading sustainability consultancy formed by the merger of pioneering CSR and sustainability firms csrnetwork and Sd3 in January 2009. Our mission is to help companies perform better and create value by doing business in a sustainable way.

Whatever industry you're in, we understand the challenges and can provide strategic advice and hands-on practical support. We combine years of hard-won experience with sharp thinking to provide answers to all your sustainability and corporate responsibility challenges.

Our expertise covers issues as diverse as labour standards in the supply chain, environmental management, biodiversity, carbon strategy, business ethics, human rights, community involvement and resource use.

Our services include:
Strategy: we help you develop a strategy for managing your most significant sustainability issues.
Training: our highly acclaimed training is certified by the International Register of Certified Auditors (IRCA) and is widely recognised as the world's leading professional course in the CSR field.
Reporting: create a clear, captivating and candid sustainability report with advice and hands on help from planning, writing to publicity.
Assurance: we are the world leader in report assurance using AA1000AS.

From our offices in London and Bath in the UK, San Francisco in the USA, and Seoul in South Korea, we can provide a genuinely global service.

Contact: Jon Woodhead, Group Services Director
+44 1225 731332 | jon.woodhead@twotomorrows.com | www.twotomorrows.com
Relevance & Materiality

How the winners won

Distribution of scores

FIG 32: All scoring entrants

Winning characteristics

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Scoring by stakeholder group, compared with average across all categories

FIG 33a: This category

FIG 33b: Overall

Scoring by region for the top 3 reports

Vodafone Group plc (UK)

Volkswagen AG (Germany)

BP plc (UK)
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
Virgin Media Inc
Our responsibility report 2009

Selected voters’ comments on the report:

“Clearly stating progress against targets, Virgin bring their skill in brand communications to their CR report.”
Student, UK

“This strikes a refreshing balance between information and communication. The CSR info I always look for is here, presented in an engaging way and the photos are great!”
CSR Consultant, UK

The entrants
This category received 37 entrants, all of which received valid votes by the end of the voting period.

Runner Up #1
BP plc

Runner Up #2
Co-operative Group Limited

4th Bayer AG
5th Banco Bradesco SA
6th Novo Nordisk A/S
7th L’Oréal SA
8th British American Tobacco plc
9th Guardian News & Media
10th General Electric Company

Category sponsor

Justmeans

Justmeans helps companies engage with people on issues of social responsibility using our simple technology tools. Companies are able to reach over 200,000+ creative thinkers, engineers, inventors, designer, entrepreneurs, scientist and business people that join the Justmeans.com community to discuss and solve some of the world’s toughest social and environmental challenges along with millions of the right people on Facebook and Twitter.

In addition to Justmeans.com, Justmeans runs:

• The annual FT Investing in a Sustainable World conference, a global gathering of SRI and CSR thought-leaders (www.ftconferenceslive.com/csr2010)

• Two conferences, one in Europe and one in North America, focused on Social Media, Technology and Change. The annual events bring together the top minds in sustainability, digital media, and social enterprise to explore how technology is changing the way companies engage with their stakeholders.

Contact: Martin Smith
+44 203 238 2121 | msmith@justmeans.com | www.justmeans.com
Openness & Honesty: How the winners won

Distribution of scores

FIG 35: All scoring entrants

Winning characteristics

<table>
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Scoring by stakeholder group, compared with average across all categories

FIG 36a: This category

FIG 36b: Overall

Scoring by region for the top 3 reports

Virgin Media Inc (UK)

BP plc (UK)

Co-operative Group Limited (UK)
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 entrants
This category received 24 entrants, all of which received valid votes by the end of the voting period.

The results

Winner
Banco Bradesco SA
(Assurance Provider – BSD Ltda Brazil & PricewaterhouseCoopers (Brazil))
2008 Sustainability Report

Selected voters' comments on the report:
“The GRI report, externally assured, and AA1000AS audited, provided the reassurance I needed to vote.”
CSR Consultant, Brazil

“It’s a recognition of the CR evolution by this Brazilian banking company.”
CSR Consultant, Brazil

Runner Up #1
Volkswagen AG
(PricewaterhouseCoopers AG)

Runner Up #2
Vodafone Group plc
(KPMG (UK))

4th BP plc
(Ernst & Young LLP (UK))

5th Co-operative Group Limited
(Two Tomorrows (Europe) Ltd)

6th Royal Dutch Shell plc
(Independent Advisory Board)

7th General Electric Company
(Independent Advisory Board)

8th Guardian News & Media
(Two Tomorrows (Europe) Ltd)

9th Telefónica SA
(Ernst & Young Servicios Corporativos SL & Corporate Citizenship)

10th Veolia Environnement
(KPMG Audit (France))

Sustainable Business

More than a magazine ...

Sustainable Business is the UK's number one climate change and sustainability magazine, mapping the risks and opportunities facing UK businesses through in-depth and authoritative editorial content and live events. The magazine helps readers turn the risks posed by sustainability and climate change into opportunities for reducing costs, creating innovative products and services, securing resource reliability and supply chain efficiencies and building brands that customers trust.

A subscription to Sustainable Business gets you all this, plus dedicated supplements, full access to the SB website and discounted tickets for national SB conferences, seminars and round tables, offering readers the chance to join the debate, network and drive the agenda forward. Available in print or digital format at www.sustainablebusinessonline.com/subs

Contact: Tom Idle, Editor | +44 20 8651 7070 | tom.idle@fav-house.com | www.sustainablebusinessonline.com/subs
Credibility through Assurance: How the winners won

Distribution of scores

- **FIG 38: All scoring entrants**
- **FIG 39a: This category**
- **FIG 39b: Overall**
- **FIG 40: Scoring by region for the top 3 reports**

Winning characteristics

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Scoring by stakeholder group, compared with average across all categories

- **Academics**
- **Corporate CR Professionals**
- **CR Consultants**
- **Government, Authorities & Agencies**
- **Investors & Analysts**
- **Media / Journalists**
- **NGOs & Charities**
- **Support Services**
- **Students**
At the heart of the online resource is an interactive database of over 25,000 corporate non-financial reports (status as of March 2010). Over 31,000 registered users have free Personal Accounts, with which they can search the database using parameters such as sector, year and country. But most of these users don’t realise how much they are missing.

Personal Accounts can be upgraded to Professional or Academic Accounts, and an upgraded Account can give a whole new perspective on accessing the reporting database.

For example:

**Personal Accounts**
Imagine a stakeholder wishing to research reporting in the Mining sector. With a Personal Account, this person can search for all reports in the ‘Mining’ sector, and can narrow down this long list of 1,300 reports by searching in combinations of year and country. They will be able to read all these reports individually, but getting an overview can be time-consuming.

**Professional Account**
A stakeholder with an upgraded account might start by looking at the Statistics section, to see the significance of the Mining sector:

*FIG 41: Reports by Sector 1992-2009*

Then using the ‘Search by Report’ feature, the stakeholder can search by individual ICB (Industry Classification Benchmark) sub-sectors (searching by ICB sub-sector is only available for upgraded accounts). There are five ICB Mining sub-sectors, so quick searches for each can be used to compile statistics, which a researcher can then illustrate as a chart:

*FIG 42: Illustrative overview of reporting by Mining ICB sub-sector 1992-2009*

Following this theme of searching for reports by ICB sub-sector, combinations of other search criteria may be included. For example, a ‘GRI’ search criteria (not included with free accounts) can be included to assess the proportion of GRI reports per sub-sector:

*FIG 43: Illustrative overview of GRI reporting within Mining sub-sectors 2000-2009*

---
Which **Auditor** **Consultant** **Designer** **Printer** will you choose for your next CR report?

Visit the ReportingPartners Directory on [www.corporateregister.com/reportingpartners](http://www.corporateregister.com/reportingpartners)

You need the right partners to build a great CR report.

With over 5,000 companies providing these services you might have more options than you realise. Find all of them profiled in our free **ReportingPartners Directory**

Visit the ReportingPartners Directory on [www.corporateregister.com/reportingpartners](http://www.corporateregister.com/reportingpartners)
Or, by selecting additional criteria, a researcher can compile overviews of key reporting parameter trends:

**FIG 44:** Illustrative overview of GRI reporting in the ‘Gold Mining’ sub-sector 2000-2009

Finally, there is enough searchable data on the website to compile quite sophisticated charts. So searching by different combinations of criteria could be used to compile the following chart, which would otherwise only be possible by reading and assessing each individual report:

**FIG 47:** Illustrative example of reporting by ‘Mining’ sub-sector 2000-2009

Our archive is unique, the world’s most comprehensive database of non-financial reporting. Upgrading the free Personal Account to Professional will give a far wider perspective on this archive – see above. But what if a stakeholder needs to search for specific terms or phrases within a report? With a free Personal Account this would mean long hours – even weeks and months – reading individual reports. Find our solution overleaf...
Developing your Corporate Responsibility report takes time and effort. How can you ensure you maximise your return on this investment...?

... by making sure it’s seen by the people who matter. An announcement with ReportAlert is seen by the global CR community, our audience of 24,000* of the world’s most informed CR stakeholders.

Contact us now to arrange your ReportAlert – and take CR reporting seriously.

* ReportAlert is a CorporateRegister.com service, independently verified & certified (audience figures and processes) by SGS
Our on-line PDF Search Tool allows our Professional Account holders to search inside our thousands of reports. A researcher can search by keyword or phrase. So instead of laboriously downloading hundreds or thousands of files and reading or searching through them, you can now define a group of reports (by country, sector, year etc) or even the entire database at once, and look for specific text. The results show the search term in context, and it’s easy to drill down into the specific report.

Having our unique archive of 25,000 non-financial reports together with this powerful on-line tool gives professional users the means to carry out research in minutes which would otherwise take months!

**Practical examples**

Continuing our Mining sector theme, we searched all mining sector reports published over the last year for four ‘hot topics’: EITI (Extractive Industries Transparency Initiative), GHG Protocol, Kimberley Process, Blood diamond.

See Fig 1 for the statistical success of these quick searches, followed by some verbatim extracts from the results:

**FIG 48: Using the PDF Search Tool**

- **Hot topic: EITI**
  
  Examples of this include its long-standing participation in the International Council on Mining & Metals (ICMM), the multi-stakeholder Extractive Industries Transparency Initiative (EITI) and the Voluntary Principles on Security and Human Rights.

- **Hot topic: GHG Protocol**
  
  GHG emissions, calculated in accordance with the GHG Protocol, a widely implemented international accounting tool used to understand, quantify and manage greenhouse gas emissions, reached 3.55 million tonnes.

- **Hot topic: Kimberley Process**
  
  The best quality diamonds in terms of colour and clarity are distributed to the gem market with an accompanying Kimberley Process certificate to prove that they are from conflict free sources.

- **Hot topic: Blood diamonds**
  
  Minerals have been linked directly to the cause of conflict, such as the so-called Blood Diamonds, as well as to human rights abuses, massive environmental and social disasters, corruption, ongoing environmental pollution and child labour.

Of course, the same procedure could be followed for any number of topics and sectors: the advantage of our PDF Search Tool is that using it is so easy and painless.

If your work or study involves looking at the content of non-financial reports, you really should make the upgrade!
We've devised an upgrade to our free personal account: the new **Professional Account**.

Benefits include:
- Extended access to the CorporateRegister.com reporting archive and additional search criteria
- Use of the new PDF Search Tool. This powerful tool has taken several years to develop, and allows you to unlock the content of the archive
- Access to our Statistics section
- A range of further benefits for groups of five users or more – contact us for details

Professional Accounts are on annual subscription, starting at just £500 for individuals, with discounts for groups of users, and heavily discounted academic rates.

**Do you ever need**
- regular access to reports?
- access to current reporting charts?
- to carry out search combinations, often with limited time?
- to search the content of our report archive?
- to contact us for your specialist data needs?

**Take a closer look**

Get the most from CorporateRegister.com with a **Professional Account**

Contact info@corporateregister.com or +44 20 7014 3366 for more information
CorporateRegister.com was founded in 1998 as a website dedicated to providing global CR resources. At the start of 2010 over 31,000 registered users benefited from free access to over 25,000 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.

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+44 20 7014 3366