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Company report review

BHP Billiton

Sustainability Report 2005

Presented by: the Ethical Insight team at
Maplecroft

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Note

This review is based on information contained in the electronic version of BHP Billiton's Sustainability Report 2005 available at: <http://sustainability.bhpbilliton.com>. A printed summary of the report is also available. This review is intended as a summary only and does not provide full and complete discussion of all the issues contained in the report.

1 Company background

BHP Billiton is the world's largest diversified resources company. It employs approximately 36,000 people working in more than 100 operations and offices in 25 countries. The global headquarters of the combined BHP Billiton Group are located in Melbourne, Australia, with other corporate centres located in London, Johannesburg and Houston.

BHP Billiton has adopted a business model based on customer-oriented groupings called Customer Sector Groups (CSGs). The CSGs are aluminium, base metals, carbon steel materials, energy coal, stainless steel materials, petroleum and diamonds and specialty products. In 2004, existing CSGs were brought together under three broadly related business areas of non-ferrous materials, carbon steel materials and energy.

BHP Billiton has developed a sustainable development policy outlining a simple vision for sustainable development based on two key aspirations: first, to be a 'company of choice' and second, to cause 'zero harm'. Zero harm refers to a workplace that is injury, illness and incident free, and minimal environmental impact. Company of choice means being preferred by all stakeholder groups – for example, being selected by shareholders as a valued investment, being preferred by host communities for positively contributing sustainable community wellbeing, and being preferred by business partners as a reliable partner in delivering sustainable value. The company's 'Health, Safety, Environment and Community' (HSEC) policy has also been appropriately revised to better articulate sustainability in the context of BHP Billiton, maintaining an emphasis on HSEC while clarifying commitment to broader aspects such as biodiversity, human rights, ethical business practices and economic contributions.

2 Reporting practices

BHP Billiton is among a number of companies to have adopted the title 'sustainability report' (previously, the report was entitled 'BHP Billiton HSEC Report'). The new title is intended to reflect the broadening of the report's content to cover not only health, safety, environment and community related performance, but also socio-economic and ethical issues. The new title is also more closely aligned with Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, in accordance with which the report is produced.

The report is available in a summary printed format, as well as a detailed web based report. Indeed, at 384 pages, the web based report is amongst the longest sustainability reports the Ethical Insight team has encountered. The advantage of this approach is that it caters for the differentiated information needs of diverse stakeholders – the overview of key highlights provided in the hard copy version does not come at the expense of more in-depth analysis. For reference purposes, it is also extremely useful to have all of the most recent information available in one place with electronic links directing you to further areas of interest.

The report is clearly structured in eight sections, as follows: approach to reporting; performance at a glance; governance; health; safety; environment; community; and socio-economic. Thus the report includes in its first section an explicit discussion of reporting practices. This provides a solid foundation for the rest of the report and is extremely helpful in understanding BHP Billiton's approach, from which most companies have much to learn.

A number of aspects of BHP Billiton's approach to reporting are of particular interest. The company identifies, for example, three main reasons for reporting, namely to demonstrate accountability and transparency, as a central element of effective stakeholder engagement and as a management tool. A 'Global Compact Navigator' table shows how each of the Compact's principles is being implemented through policy and actions during the year, with links to relevant documents and further information. Other sub-sections cover indicator selection, data collection and basis, glossary of terms and an independent assurance statement.

2.1 Materiality

Refreshingly, BHP Billiton offers an explicit explanation of its approach to ensuring material issues are covered in the report. The company identifies a range of processes used to determine so-called 'sustainability challenges and dilemmas', including an analysis of the non-financial risks as identified through the Group's 'Enterprise-Wide Risk Management' system and through business strategies, stakeholder dialogue and results from HSEC audits and self assessments. Using a decision matrix to identify those issues which are high in value to both the company and its stakeholders, BHP Billiton has produced a consolidated list of its top five sustainability challenges as follows: fatal risks; occupational and community health; greenhouse gas emissions; access to resources; and sustainable community development and closure. This list is a critical component of the report, facilitating scrutiny of the company's priorities. The report includes helpful discussion of each of these key challenges, including the company's approach, drivers and links to further information. As stakeholders point out, a stronger link could be made to show how these challenges affect the Group's overall vision for sustainable development.

In line with best practice, BHP Billiton has also established a structured stakeholder engagement process to gather feedback on the content (and presentation) of the report. The company has also made positive changes to its engagement approach, moving away from an independent survey to an interactive workshop format with greater potential to explore topics in more detail. It is extremely helpful that where such processes have taken place, a summary of the results is included in the report. In this case, BHP Billiton identifies the following key opportunities for improvement highlighted through stakeholder engagement:

- Provide more detail on the sustainability challenges and dilemmas. A clearer link between the challenges faced by the company and its overall vision was sought, as well as more information on the process and criteria used to select the sustainability challenges.
- Provide commentary on the HSEC scorecard on how the company feels about its performance.
- Expand the information contained within the performance summaries, in order to facilitate better analysis by the investment community.
- Broaden case studies from site-level to demonstrate HSEC issues and challenges experienced at senior management and board level.
- Improve the online report layout to enable readers to identify more easily sections of most relevance to them and, within sections, to quickly identify what has been modified from previous reports.

In addition, details of how BHP Billiton is addressing its key sustainability challenges could be more clearly highlighted in the main body of the report, particularly with regards access to resources and operations' closure. Further, the HSEC target scorecard should be expanded to include goals in other areas, such as workforce diversity, and time-bound targets in the medium term.

2.2 Transparency

The report provides considerable evidence of BHP Billiton's commitment to transparency. The level of detail provided in the report is unparalleled and in most cases, general statements and commitments are supported by substantive information. BHP Billiton is strikingly transparent in its disclosure of key sustainability challenges, as well as governance related issues such as enquiries to the Business Conduct Helpline and audit and self-assessment results.

2.3 Comparability

BHP Billiton has prepared its Sustainability Report in accordance with the guidelines of the Global Reporting Initiative. The guidelines offer companies a comprehensive framework for reporting impacts and activities, allowing gaps to be identified and comparisons with other companies to be made more easily. Detailed quantifiable data is provided in the main body of the report. Importantly, BHP Billiton also dedicates a section of the report to provide an overview of performance. Summaries of key sustainability and environmental data are presented over multiple years, allowing comparison over time. Of particular interest is the HSEC target scorecard showing overall performance against the target, as well as performance during the reporting period. This is helpful in evaluating short-term progress in the context of the broader objective. As BHP

Billiton's stakeholders point out, commentary on the company's own view of progress would also be of interest in this section, as well as with regards to any amended or new targets. BHP Billiton might also consider further developing its sustainable development roadmap to present time-bound targets over the medium term.

2.4 Assurance and verification

In line with best practice, the report is assured by an independent organisation with expertise in this area. The scope of the assurance is fairly broad, based on visits to 10 sites throughout the world and interviews with relevant BHP Billiton and contractor personnel (although this is not quantified). The data and information is assessed on the basis of the three AA1000 principles of completeness, materiality and responsiveness and the assurers provide some comments according to this structure. Critical feedback, particularly by those with direct insight into the company's practices and procedures, is invaluable in ensuring continuous improvement and it is a pity the assurers do not provide a more rigorous assessment of where performance could be improved. In future reports, BHP Billiton might also consider responding to the assurers' findings and demonstrating how recommendations are being put in place.

3 Management structure

BHP Billiton dedicates a section of its report to sustainable development governance which is based on a dedicated organisational structure, a hierarchy of systems and documents and, finally, a number of 'key management processes' designed to help integrate sustainability into decision-making. BHP Billiton provides more detailed information with regards its management structure in this area than most companies.

BHP Billiton has incorporated senior management into sustainable development governance. The Sustainability Committee of the Board, comprised of two executive and one non-executive directors, as well as the VP of HSE and numerous independent experts, provides assurance on HSEC matters across the Group. The HSEC function provides advice and guidance directly, and through a series of specialist networks across the business in the areas of: community relations; the environment; occupational hygiene; safety; and fatal risk control protocol. A critical component of the HSEC governance function is the HSEC audit programme, designed to help ensure the company's Charter, Sustainable Development Policy and HSEC Management Standards are implemented across the Group. Primary responsibility and accountability for HSEC performance rests with line management. The report includes an organisational diagram which provides a useful overview. However, BHP Billiton does not attempt to quantify the number of employees who have some aspect of sustainable development as the primary focus of their work at the corporate HSEC or operational levels which would give a better idea of the relative size and development of this function.

4 Review of core issues

BHP Billiton's report includes sections on health, safety, the environment, community and 'socio-economic'. The latter section refers to the company's relations with employees and contractors and its economic contribution to society. Thus the company's five key 'sustainability challenges and dilemmas' discussed earlier are addressed within this framework, although they could be highlighted more clearly in future reports. This review focuses on three issues that provide a sense of the company's value-added, namely its economic contribution and its relations with employees and the community.

4.1 Employee relations

BHP Billiton employs an estimated 36,470 people, of whom 45% are based in South Africa, 29% in Australia and Asia, 16% in South America and the remainder in the US and Europe. In addition, a total of around 50,000 contractors were engaged at operated sites during the reporting year.

4.1.1 Policy

BHP Billiton has developed policies to cover a broad range of employee related issues. BHP Billiton's Employment Principles outline the company's approach to employment and its policies with regard to equality, recruitment, remuneration, performance management and employee development. In addition, the report outlines company policy with regards to freedom of association, child labour, work/life balance, grievance mechanisms and managing transition. Importantly, BHP Billiton commits itself as a matter of policy to 'meet, or where less stringent than our standards, exceed all applicable legal and other requirements'.

In general, BHP Billiton's policy is to provide employment based on merit. However, the company recognises the need to take affirmative action to address historical imbalances and past discrimination. In South Africa, for example, BHP Billiton has developed an empowerment strategy with a target to have 40% representation of designated groups in positions ranging from Chief Operating Officer down to middle management level. A number of initiatives to promote indigenous employment and training are also outlined in the report.

4.1.2 Programme

BHP Billiton goes some way towards demonstrating how policies are implemented across the Group through a series of case-studies of initiatives, projects and programmes, mainly at the local level. Given the diversity of operations, this is an effective way of providing insight into the company's approach to sustainability challenges and opportunities on the ground. However, insufficient evidence is provided to substantiate company-wide policy commitments. For example, how does BHP Billiton ensure a diverse workforce and an environment in which 'individual differences are valued', and how does it 'support employees' commitment to their families'? Further discussion of how initiatives highlighted in the case-studies influence the company as a whole, and how lessons learned are taken up elsewhere would also be of interest.

4.1.3 Performance

The report provides some evidence of BHP Billiton's performance in the areas of diversity, remuneration and freedom of association but there remains considerable room for improvement both in practice and in reporting. There is little indication that BHP Billiton is fulfilling its commitment to a diverse workforce. Women represent only 7% of Group management, and there are currently no female members of the Board. Other important aspects of diversity are not addressed in the report, notably ethnicity and disability. In the context of governmental pressure, progress is being made in establishing greater workforce diversity in South Africa where 'designated groups' now account for 57% at top management level (compared to 43% in 2004) and 21% at senior management level. The dedicated effort that has produced these results should be duplicated elsewhere.

With regards remuneration, BHP Billiton reports that all company employees earned more than the stipulated minimum wage in the countries where they worked during the reporting period. This could be substantiated by showing, for example, how many times the minimum wage the lowest-paid employees are earning in each region. Further discussion of the company's approach to this important issue would be of interest.

Finally, the report presents a regional breakdown of the proportion of workers covered by collective agreements – averaging 50% globally, and 69% of the workforce in South America.

4.2 Community investment

4.2.1 Policy

BHP Billiton does not administer its community programmes under one set of guidelines on the grounds that this would not be appropriate given the diversity of countries and cultures in which it operates. However, the company's commitment to the generic processes of 'effective, transparent and open' communication, consultation and participation with stakeholders is contained within HSEC Management Standard 7. BHP Billiton also identifies and discusses a number of guiding principles for community programmes, as follows: sustainability; community participation and engagement; long-term relationships; specific projects; leverage; employee involvement; reporting and evaluation. It is not clear, however, to what extent these guiding principles are formalised and communicated to those engaged in community programmes at the local level.

4.2.2 Programme

BHP Billiton has an extensive community programme. Indeed all sites are required to have community relations plans in place to address the social and community elements of the HSEC Management Standards. Community programmes are operated locally, and also provincially and nationally by the corporate function – a series of case-studies are included in the report.

Interestingly, BHP Billiton has established a 'Global Community Network' which, given the company's size and geographical diversity, is an important mechanism to facilitate and encourage communication between company professionals with community responsibilities. There are around 200 network members who use the network as a forum for discussion and sharing of leading practices. BHP Billiton is currently working to strengthen the structure. Specifically, it plans to establish 'Communities of Practice' focused on improving community performance. Specific areas of interest are the assessment, selection and evaluation of community development programmes; initiatives to increase the competencies of individual community practitioners and capacity of the function as a whole; and methods to determine the company's overall socio-economic contribution.

The report provides evidence of an appropriate focus on improving the quality and effectiveness of community programmes. In addition to the 'Communities of Practice', BHP Billiton is currently trialling at some sites an evaluation process involving facilitated face-to-face engagement with representatives from four key stakeholder groups – the relevant site, local government, the community and social partner organisations. Early indications are apparently positive. If this continues, the evaluation tool will be made available with an implementation guide for use on a voluntary self-assessment basis by our businesses.

4.2.3 Performance

Evidence is provided in the report to demonstrate BHP Billiton's community relations management and investment. Overall, BHP Billiton performs well against the targets identified in the HSEC target score-card.

In line with its HSEC target, 98% of sites required to have community relations plans have operational plans in place or are covered by a regional plan developed by the business group. Almost all sites (78 in total) have a formal stakeholder consultation process in place. Interestingly, the report includes a table describing the nature and frequency of formalised consultations in different sites which provides an insight into the types of consultation processes in place, ranging from site visits and open public meetings to the involvement of representatives on advisory groups. All sites required to prepare public HSEC or sustainability reports have done so, in line with the HSEC target.

That BHP Billiton requires all sites to have community complaints registers in place to record and track the management of community concerns is particularly impressive. BHP Billiton demonstrates a commitment to transparency by reporting that 42 sites received a total of 509 complaints during the reporting year. While the percentage of dust-related complaints dropped from 35% to 20%, there was an increase in the proportion of noise-related issues from 22% to 35%. Providing data on the overall number of complaints from previous years for comparative purposes, as well as further discussion of how the company is addressing these complaints would also be of great interest.

During 2004/05, BHP Billiton's voluntary contributions to community programmes totalled US\$57.4 million, comprising cash, in-kind support and administration costs. This equates to 1% of pre-tax profit, in line with the company's target – widely considered an acceptable proportion. This compares to contributions of US\$46.5 million, or 1.3 per cent of pre-tax profit over the last reporting period. In future reports, BHP Billiton should consider providing a more detailed breakdown of how this money was apportioned.

4.3 Economic contribution

4.3.1 Policy

A company's economic contribution comprised not just of its financial profits, but the value that flows from the broader contributions of its operations, such as payments to employees and suppliers, and disbursements to governments, including taxes and royalties.

4.3.2 Programme

BHP Billiton supports two important initiatives that aim to improve socio-economic outcomes resulting from the activities of the extractive/mining sector. First, the Extractive Industries Transparency Initiative (EITI), an international cross-sector initiative that aims to improve disclosure and tracking of revenues in developing countries. BHP Billiton's petroleum asset in Trinidad and Tobago will report its payments in its annual site-based sustainability report. The company is also working with the government of Peru which signed up to the initiative in May 2005. In future reports, BHP Billiton could also include further discussion of its approach to transparency of payments in other countries, and any challenges being faced.

Second, BHP Billiton is involved in the International Council on Mining and Metal's Resource Endowment Project. The objective of this project is to follow up on the World Bank's Extractive Industries Review, including identifying policy actions, operational practices, and partnership arrangements which will deliver improved socio-economic outcomes in the mining sector. The report includes a case-study of the Escondida mine in Chile which includes an assessment of the socio-economic impact of the mine on the region. It would be interesting in future reports to follow up on how lessons learned are being applied to other sites.

The report includes a section on economic 'value added', that is, total revenues less total cost of procurement. BHP Billiton expands on this definition with a simple and insightful table showing the breakdown of expenditures. Globally, in 2004/05 the company spent in the order of US\$16 billion sustaining its businesses, of which the largest proportion was spent on employee payments (US\$11,663), followed by taxes and royalties (US\$2,784), shareholder dividends (US\$1,423) and community investment (US\$57).

5 Certification

The report includes a table summarising external recognition BHP Billiton has received at corporate level during the reporting period 2004/05. While outcomes rather than awards should be the main drivers of corporate responsibility, external recognition nonetheless provides a helpful indication of the company's performance relative to others. BHP Billiton has made some significant achievements as a result of its sustainable development efforts, notably:

- Company of the year in 2005 Business in the Community Awards (UK)
- Dow Jones Sustainability Index – sustainability leader for the mining sector
- Runner up, Best Sustainability Report 2004 – Association of Certified Chartered Accountants (ACCA) Australia and New Zealand
- 2005 Australasian Reporting Awards - Award winner Environmental Reporting Award
- Top 20 Ranking – The Global Reporters 2004 Survey of Corporate Sustainability Reporting

6 Ethical Insight's comment

4½ Star Rating: ★★ ★ ★★

Reporting practices

BHP Billiton's Sustainability Report caters to stakeholders' differentiated information needs, produced in both a summary hard-copy format and a detailed 384-page web based version. For reference purposes, it is extremely useful to have a single source of the most recent information and links to further areas of interest. The report is clearly structured in eight sections, including an explicit discussion of reporting practices which adds rigour to the report and insight into the company's approach from which many have much to learn.

- **Materiality** – BHP Billiton identifies a range of processes used to produce a consolidated list of five so-called 'sustainability challenges and dilemmas' (namely, fatal risks, occupational and community health, greenhouse gas emissions, access to resources, and sustainable community development and closure). This list is a critical component of the report, facilitating scrutiny of the company's priorities. A stronger link could be made to show how these challenges affect the Group's overall vision for sustainable development. Details of how BHP Billiton is addressing these issues could also be more clearly highlighted in the main body of the report, particularly with regards access to resources and operations' closure. An additional noteworthy inclusion is a summary of the results of a structured stakeholder engagement process, highlighting key opportunities for improvement.

- **Transparency** – The report provides considerable evidence of BHP Billiton's commitment to transparency. The level of detail provided in the report is unparalleled and in most cases, general statements and commitments are supported by substantive information. BHP Billiton is strikingly transparent in its disclosure of key sustainability challenges and stakeholder feedback, as well as governance related issues such as enquiries to the Business Conduct Helpline and audit and self-assessment results.

- **Comparability** – BHP Billiton's Sustainability Report is prepared in accordance with the guidelines of the Global Reporting Initiative and, helpfully, includes a separate section providing an overview of performance. More detailed data is contained in the main body of the report, presented over multiple years to allow comparison over time. Of particular interest is the HSEC target scorecard showing overall performance against the target, as well as performance during the reporting period. Commentary on the company's own view of progress would also be of interest in this section, as well as with regards to any amended or new targets. BHP Billiton might also consider expanding the scorecard to include additional targets on existing and other aspects of corporate responsibility, such as diversity, with time-bound targets for the medium term.

- **Assurance** – In line with best practice, the report is assured by an independent organisation with expertise in this area. Critical feedback, particularly by those with direct insight into the company's practices and procedures, is invaluable in ensuring continuous improvement and it is a pity the assurers do not provide a more rigorous assessment of where performance could be enhanced. In future reports, BHP Billiton might also consider responding to the assurers' findings and demonstrating how recommendations are being put in place.

Management structure

BHP Billiton offers a more detailed description of its sustainable development governance structure than most companies. The structure clearly incorporates senior management level input, and various documents and processes are in place to help integrate sustainability into decision-making. In future reports, BHP Billiton might attempt to quantify the number of employees who have sustainable development as the primary focus of their work to provide a better sense of the relative size and development of this function.

Management systems

This review considers BHP Billiton's policy, programme and performance in three key areas:

- **Employee relations:** BHP Billiton has developed policies to cover a broad range of employee related issues, including freedom of association, child labour, work/life balance, grievance mechanisms and managing transition. Importantly, BHP Billiton commits itself as a matter of policy to 'meet, or where less stringent than our standards, exceed all applicable legal and other requirements'. A series of case-studies help illustrate how policies are being implemented, mainly at the local level which is effective given the geographic diversity of operations. Further discussion of how these initiatives are shaping the company's approach, and how lessons learned are taken up elsewhere would also be of interest. However, there is insufficient evidence to show how BHP Billiton ensures Group-wide policy commitments are being met. Performance related data in the areas of diversity, remuneration and freedom of association could be greatly improved, and targets developed. In particular, steps should be taken to improve reporting on diversity (ethnic diversity and disability are not mentioned), as well as remuneration practices.

• **Community investment:** Although no formal policy has been developed, BHP Billiton identifies a number of guiding principles for community programmes and has produced a management standard for 'effective, transparent and open' communication, consultation and participation with stakeholders. The company's community programme itself is extensive – almost all sites have community relations' plans in place and report on them annually, in line with HSEC targets. The report provides evidence of an appropriate focus on improving the quality and effectiveness of community programmes. In addition to a 'Global Community Network' designed to share good practices across the company, BHP Billiton is currently trialling at some sites an evaluation process involving facilitated face-to-face engagement with representatives from four key stakeholder groups. Voluntary contributions amounted to a respectable 1% of pre-tax profits – a more detailed breakdown of categories of spend would be of interest.

• **Economic contribution:** Perhaps the most important way in which companies contribute to sustainable development is through economic value-added. It is therefore highly relevant that BHP Billiton includes substantive data on this topic in its report. The largest category of spend is employee payments (US\$11,663), followed by taxes and royalties (US\$2,784), shareholder dividends (US\$1,423) and community investment (US\$57). BHP Billiton also supports two important initiatives that aim to maximise the company's economic contribution to sustainable development. First, the Extractive Industries Transparency Initiative (EITI), currently being implemented in Trinidad and Tobago and Peru, and the International Council on Mining and Metal's Resource Endowment Project. More detailed discussion of how these initiatives are helping to improve socio-economic outcomes would be of interest in future reports.

Certification

The report includes an impressive list of external recognition. Notably, BHP Billiton was nominated company of the year in 2005 Business in the Community Awards (UK) and is ranked sustainability leader for the mining sector in the Dow Jones Sustainability Index. The company has also received several awards for reporting.

7 Appendices

7.1 Maplecroft's Ethical Insight report review criteria

Maplecroft's Ethical Insight report reviews are based on a four-pillar framework, taking into account reporting practices, corporate responsibility management structure, management systems (policy, programme and performance), and certification. The review of management systems considers the company's core issues as identified by the company in its report and by Maplecroft on the basis of the company's industry sector. Maplecroft is currently developing a map of core issues by sector which will be available shortly. The report review criteria are not comprehensive, but are designed to highlight the most significant practices and performance within each company, as well as important omissions and areas for improvement in future reporting.

- **Reporting practices** are reviewed on the basis of four key reporting principles:
 - **Materiality:** Does the report cover all the key issues relevant to the sector? Does the report provide the context and relevance of each issue to the company? Has the company engaged with key stakeholders in identifying and exploring material issues?
 - **Transparency:** Does the report disclose regulatory non-compliance? Does the report make other sensitive or groundbreaking disclosures? Is there public reporting at the local level?
 - **Comparability:** Does the company report in accordance with the GRI guidelines or other external metrics? Have internal metrics and data collection/management systems been developed? Does the report clearly present key indicators and targets?
 - **Assurance and verification:** What type of assurance and verification are provided? What is the scope of assurance and verification? What are the feedback / results of the assurance and verification process?
- **Management structure** is assessed on the basis of three main criteria: Is there a board level CSR Committee (or equivalent) in place? Is there a dedicated CSR network in place? Has the company signed up to any best practice principles or external bodies?
- **Management systems** incorporate principles (governance level), policies (strategic level), procedure and guidance (executive level) and practise (operational level). For a selection of the company's core issues, Maplecroft reviews policy, programme and performance.
- **Certification** refers to the company's listing on sustainability indices, such as the FTSE4Good and Dow Jones; external certification such as SA8000 and ISO14001; and any external awards received during the reporting year.

7.2 Previous Ethical Insight report reviews

Ethical Insight includes a review of a company sustainability report in each fortnight's edition. These reviews, together with the original report, can be accessed from the Maplecroft website at <http://www.maplecroft.net>.

Previous Maplecroft reviews are as follows:

- ABN Amro sustainability report 2003
- Alcan corporate sustainability report 2004
- Alcatel - Sustainable Development Report 2004
- Anglo American Report to Society 2004
- BAA annual report 2003/2004
- BAE Systems corporate responsibility report 2003
- BBC Corporate Sustainability Report 2004
- BP Sustainability Review 2004
- Cadbury Schweppes Corporate and Social Responsibility Report 2004
- Citigroup Citizenship Report Review 2004
- Co-operative Group corporate responsibility report 2003
- HSBC Corporate Social Responsibility Report 2004
- Hydro corporate social responsibility annual report 2003
- Marks & Spencer Corporate Social Responsibility Report 2005
- NEC CSR Report 2005
- Nike Corporate Responsibility Report 2004
- Rio Tinto 2004 Sustainable Development Review
- Royal Bank of Scotland's Corporate Responsibility Report 2004
- Royal Mail corporate responsibility report 2004
- RWE corporate responsibility report 2003
- Shell Foundation 'Enterprise solutions to poverty' Report 2005
- Standard Chartered 2004 Corporate Responsibility Report
- TPG annual report 2003
- TPG Corporate Sustainability Report 2004
- Unilever Social and Environmental Reports 2004
- Vodafone corporate social responsibility report 2003/04
- WestLB Sustainability Report 2005
- Westpac Stakeholder Impact Report 2004

7.3 Ethical Insight's sustainability reporting services

The Ethical Insight team at Maplecroft works with global organisations across all sectors, providing a range of specialist corporate responsibility advisory services. Further details about the wider range of Maplecroft services and the Maplecroft team are available at <http://www.maplecroft.net>.

In the area of sustainability reporting, we have considerable expertise in the full range of management systems that underlie effective social and environmental reporting, including auditing, indicators, monitoring, impact assessment and performance management. Maplecroft is also experienced in report writing, verification and assurance, having contributed substantively to several award winning reports.

The Ethical Insight team is also able to provide independent assurance and verification services of the highest standard, including in accordance with GRI and AA10000 criteria.

Maplecroft has developed a number of proprietary tools to assist companies in the reporting process. Specifically, we have developed the *Principles-plus multi-audit etool*, a practical and comprehensive auditing method that brings together a host of social and environmental standards, international best practice principles and instruments of corporate citizenship in a set of worksheets. The tool is designed to help companies assess their conformance with best practice requirements and identify the specific areas in which performance can be improved. A corrective action request form assists in the performance management process.

Maplecroft has also developed a *Human rights monitoring mechanism*, a straightforward electronic human rights survey, which can be used and adapted by companies to provide a detailed picture of human rights risk in its operations around the world. The survey assesses the human rights situation and management systems in place at the country level which, together with external country and issue specific human rights research, allow for a detailed analysis of the company's risk of complicity in human rights violations, and specific recommended action points.

The Ethical Insight team comprise fully trained and experienced SA8000 and ISO14001 auditors.

Please call us or email to discuss how our award winning Ethical Insight team might help:

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