



GBN Sustainability Tool Benchmark Report for:

James Bolton and Sons Ltd

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Contents

page

Benchmark information 3

Introduction

About the GBN Sustainability Tool 4

About this report 5

Ratio graphs 6

Additional comments 7

Results and definitions

Economic perspective 9

Ecological perspective 11

Social perspective 13

Appendix: Input data 15

Benchmark information

Company details

Company name	James Bolton and Sons Ltd
Contact name	Mr Mark Bolton
Contact job title	Production Director
Address	Factory Road Oldgate Middleton-Upon-Trent United Kingdom CV21 5TH
Region	West Midlands
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Profile

Turnover (EUR K)	2,724
No. of employees (FTEs)	55
NACE code (2003)	25.72
NACE description	Manufacturer of locks and hinges
Business description	Lockmakers

About the GBN Sustainability Tool

The GBN Sustainability Tool has been created by Fraunhofer IPK and Winning Moves, funded centrally by the Global Benchmark Network for the benefit of its members.

This analysis is based on the “Triple Bottom Line of Sustainability” considering the long-term economic, ecologic and social performance of your company. Therefore, access to literally tens of thousands of company records from all around the world is provided, which makes it arguably the most advanced and the most sophisticated tool of its kind. It is an IT-based service that capitalizes on the power of the internet to offer unparalleled benchmarking capabilities that will support your businesses in performance improvement.



Created by:

Funded by:



About this report

This report shows the results of the benchmark you have recently undertaken. It compares your performance with that of a chosen sample of companies agreed with the adviser who performed this review. The results are presented graphically and cover the economic, ecological and social sustainability perspectives of your business to provide a view of your ecologic and social performance based on the “Triple Bottom Line of Sustainability.

If you did not complete any questions within the benchmark Questionnaire, i.e. you did not provide data for a required measure, then no ratio results that require that particular measure will be shown on the relevant graph, although the ratio label itself will still be shown.

Your results for each ratio show the relative position of your company - against the chosen sample - indicating areas of relative strength or weakness.

This report will provide the basis for you and your adviser to review areas of relative strength and weakness that can be used as the basis for setting business goals, developing and validating business strategy, and prioritising action plans. Benchmarking, delivered in this context, is a means NOT an end; it is a continual process that provides the catalyst for strategic development and improved performance, and it has been demonstrated to add significantly to company profitability and productivity, as well as helping to create employment. We are certain you will find the process both stimulating and challenging, but equally that the effort in completing this form and reviewing the benchmarking outcomes is significantly rewarding.

Ratio graphs

The headline ratio graphs contain both graphical and statistical representation of your benchmarking results. The results are shown in percentiles and the length of the horizontal bar graph indicates your performance against the chosen sample size. Each of the ratios is listed in the main column to the left, with their corresponding values being € (EUR), # (number) or % (percentage), as appropriate.

Relative

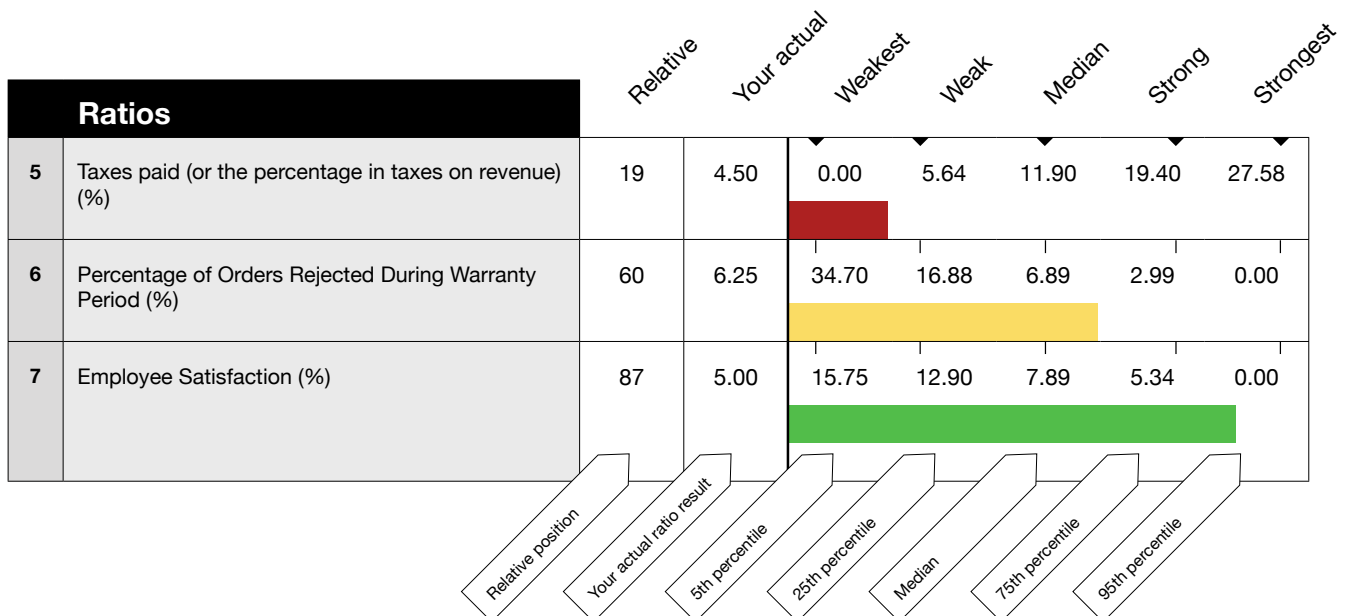
The 'relative' figure expresses your performance against the selected sample, i.e. your relative is calculated as a percentage score given your position in the database. If this column returns a null result, it indicates that the sample size is too small to generate a result.

Your actual

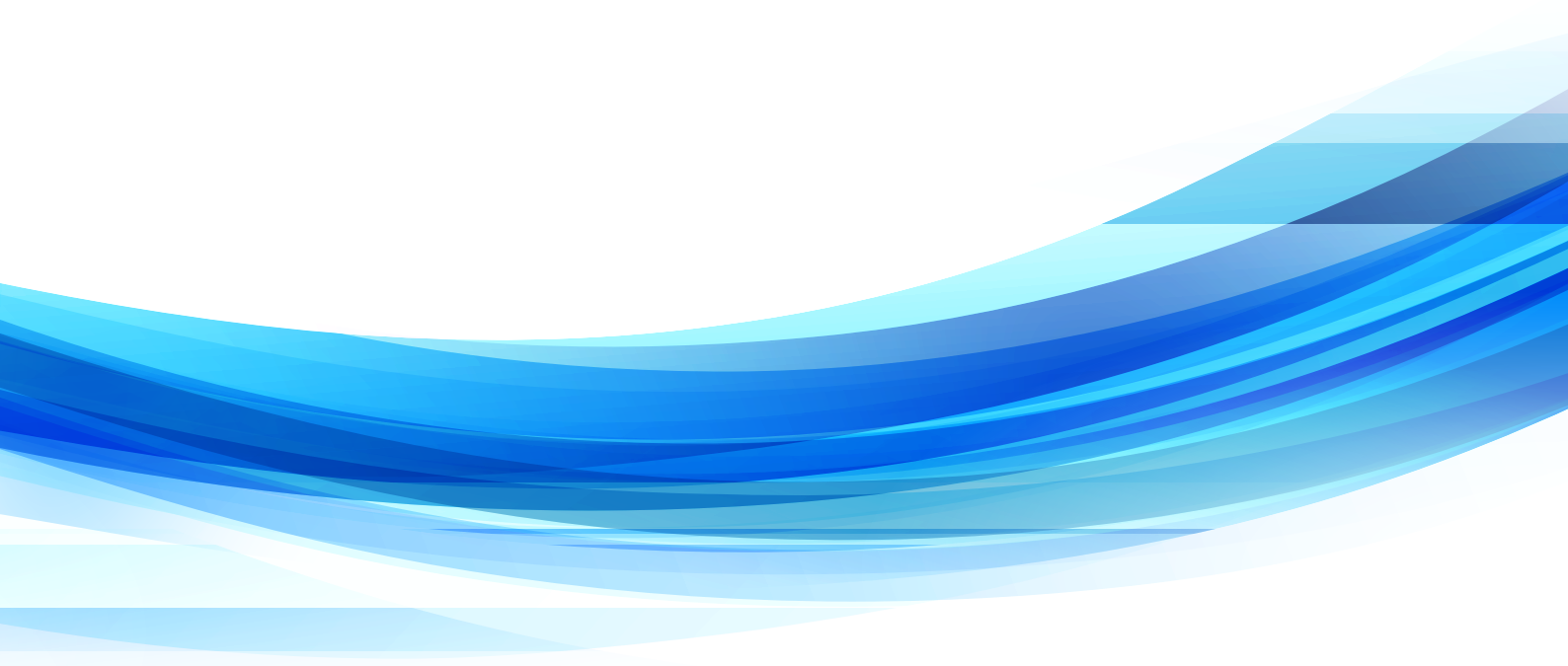
This is the actual calculation resulting from the input data provided for each of the measures. If this column returns a null result, it indicates that either one or more of the required fields to calculate this ratio were not completed. Consequently, the 'relative' column will also return a null result.

Statistical results

The figures that appear in the 'weakest' and 'strongest' columns represent the 5th and 95th percentile results achieved by businesses within the sample group size. The 'weak' and 'strong' values represent the results achieved by the 25th and 75th percentile businesses respectively. The 'average' result represents the median point of scores within the group.



Additional comments



Results & definitions

Economic Capital

Economic approaches mostly distinguish between financial capital (e.g. equity and outside capital), real capital (e.g. machines, plants and real estate) and structural capital (e.g. expertise, patents, and management instruments). The underlying message of this definition implies that enterprises can only contribute to sustainability when they are able to achieve yields on the long-run that are above their expenses in order to secure their financial situation.

Ratios		Relative	Your actual	Weakest	Weak	Median	Strong	Strongest
1	Return on Capital Employed (ROCE) (%)							
2	Working Capital Turnover (#)							
3	Gross Gearing (%)							
4	Net Profit Growth (%)							
5	Taxes paid (or the percentage in taxes on revenues) (%)							
6	Percentage of Orders Rejected During Warranty Period (%)							
7	Employee Satisfaction (%)							
8	Average Staff Cost Per FTE Employee (€)							
9	Delivery Schedule Deviation (%)							

Ratios explained

- 1 Return on Capital Employed (ROCE) (%)**
 *$[\text{Profit Before Tax} / (\text{Long Term Loans} + \text{Other Long Term Liabilities} + \text{Shareholders' Funds})] * 100$*
This indicates the percentage return generated on the total capital invested in the business, a good overall measure of management effectiveness.
- 2 Working Capital Turnover (#)**
 $\text{Total Turnover} / [(\text{Trade Debtors} + \text{Stock} + \text{Cash in Bank and in Hand}) - (\text{Trade Creditors} + \text{Other Current Liabilities})]$
This indicates how effectively working capital is being used in terms of the turnover it can help to generate. The higher the figure the better.
- 3 Gross Gearing (%)**
 *$[(\text{Short Term Loans} + \text{Long Term Loan}) / \text{Shareholders' Funds}] * 100$*
This indicates the extent to which a business uses debt versus equity to finance its working capital and is a measure of business risk.
- 4 Net Profit Growth (%)**
 *$[(\text{Profit Before Tax} - \text{Profit before tax Prev. Year}) / \text{Profit before tax Prev. Year}] * 100$*
This indicates the changes to the profit margin for the last accounting year compared to the previous-to-last year. It measures how well costs have been controlled when compared to the growth of pre-tax profit.
- 5 Taxes paid (or the percentage in taxes on revenues) (%)**
 *$\text{Income Tax Payable} / \text{Total Turnover} * 100$*
This indicates the contribution of the business to national economy.
- 6 Percentage of Orders Rejected During Warranty Period (%)**
 *$\text{Number of Orders Rejected} / \text{Number of Orders Received} * 100$*
This indicates the percentage of orders that have failed during the warranty period. The lower the percentage, in general, the better, as it means that more orders are supplied where the product or service was of satisfactory quality.
- 7 Employee Satisfaction (%)**
 *$\text{Number of Terminations of Employment} / \text{Number of Employees} * 100$*
This indicates the extent to which the business has been successful in recruiting and selecting people who are right for the position and the organisation.
- 8 Average Staff Cost Per FTE Employee (€)**
 $\text{Staff Costs} / \text{Number of FTE Employees}$
This indicates the average wages and salary figure for the workforce.
- 9 Delivery Schedule Deviation (%)**
 *$\text{Number of Customer Orders Which Were Not Delivered When Promised} / \text{Number of Orders Received} * 100$*
This indicates how well a business is meeting its commitment for delivery promises. A lower figure shows better performance.

Ecological Capital

Ecological approaches distinguish between influencing input and output factors. On the input side, the aim is to use natural resources only within their reproduction capacity or under the development rate of substitutes. In this regard, it is common to distinguish between renewable and non-renewable resources. On the output side, enterprises have to monitor emissions and reduce them, if necessary, in order to preserve ecosystems and their capacity.

Ratios		Relative	Your actual	Weakest	Weak	Median	Strong	Strongest
10	Number of new products with sustainability features per year (%)							
11	Locations with eco-balances (%)							
12	Sales generated per square metre (€)							
13	Pollution (air) (km3)							
14	Pollution (water) (l)							
15	Waste (t)							
16	Recycling rate (%)							
17	Consumption of resources (water) (l)							
18	Consumption of resources (energy) (MWh)							

Ratios explained

10 Number of new products with sustainability features per year (%)

*Number of New Products With Sustainability Features / Number of New Products * 100*

This indicates the proportion of products developed which have been designed with environmental, economic and social impact considerations in mind.

11 Locations with eco-balances (%)

*Locations with Eco-Balances / Number of Locations * 100*

This indicates the extent to which the business considers the sustainable impact of its locations.

12 Sales generated per square metre (€)

Total Turnover / Square Metres of Premises Floor Space

This indicates the sales revenue generated per square metre of factory floor space. This measure relates the value of the factory space to the generation of sales, and demonstrates how the effective use of space can reduce the fixed cost element of the unit.

13 Pollution (air) (km3)

Air Pollution (km3)

This indicates the amount of air pollution generated through business operations.

14 Pollution (water) (l)

Water Pollution (l)

This indicates the amount of water pollution generated through business operations

15 Waste (t)

Waste (t)

This indicates the amount of waste generated through business operations.

16 Recycling rate (%)

*Water Pollution (l) / Waste (t) * 100*

This indicates the recycling rate generated through business operations.

17 Consumption of resources (water) (l)

Water Consumption (l)

This indicates the volume of water consumed through business operations.

18 Consumption of resources (energy) (MWh)

Energy Consumption (MWh)

This indicates the volume of energy consumed through business operations.

Social Capital

Considering the social capital it can be distinguished between human and relational capital. While the human capital covers aspects like the abilities and motivation of employees, relational capital includes especially the influence of stakeholders setting the framework for business activities. For example, customers, the regional environment, investors and business partners are part of the relational capital, which has to be sustained.

Ratios		Relative	Your actual	Weakest	Weak	Median	Strong	Strongest
19	Staff costs as a percentage of sales (%)							
20	Employees with formal work-related qualifications per FTE employee (%)							
21	New employees per FTE employee (%)							
22	Proportion of women executives (%)							
23	Earnings ratio men / women (#)							
24	Percentage of employees over 50 years of age (%)							
25	Percentage Trainee Proportion of Workforce (%)							
26	Number of jobs created (#)							
27	Expenses for health care and safety precaution (€)							

Ratios explained

19 Staff costs as a percentage of sales (%)

*Staff Costs / Total Turnover * 100*

This indicates the amount that is spent on staff costs as a proportion of turnover.

20 Employees with formal work-related qualifications per FTE employee (%)

*Number of FTE employees With Formal Work-related Qualifications / Number of FTE employees * 100*

This indicates the % age of employees who have achieved formal, work-related qualifications and is an indication of the level of formal training and skills.

21 New employees per FTE employee (%)

*Number of New FTE Employees / Number of FTE Employees * 100*

This indicates the relative retention level of a workforce. A higher figure signifies a low experienced workforce or it may reflect a high growth rate.

22 Proportion of women executives (%)

*Number of Female Executives / Number of Executives * 100*

This indicates the proportion of female executives within the business.

23 Earnings ratio men / women (#)

*Costs of Male Employees / Costs of Female Employees * 100*

This indicates the earnings balance between female and male employees in the business.

24 Percentage of employees over 50 years of age (%)

*Number of Employees (50+) / Number of Employees * 100*

This indicates the commitment of the business to achieving balanced age diversity in the business.

25 Percentage Trainee Proportion of Workforce (%)

*Number of Trainees / Number of Employees * 100*

This indicates the commitment of the business to bringing employees into the business that require developing to become a competent member of the workforce.

26 Number of jobs created (#)

Number of Employees - Number of Employees Prev. Year

This indicates the extent to which the business is supporting the wider economy through the creation of new jobs.

27 Expenses for health care and safety precaution (€)

Expenses for Health Care and Safety Precaution / Number of FTE Employees

This indicates the importance which the business attaches to the health and safety of the workforce.

Input data

Economic Sustainability		Current year	Previous year
1	Total Turnover (EUR K)		
2	Profit Before Tax (EUR K)		
3	Income Tax Payable (EUR K)		
4	Shareholders' Funds (EUR K)		
5	Long-term Loans (EUR K)		
6	Short-term Loans (EUR K)		
7	Other Long-term Liabilities (EUR K)		
8	Other Current Liabilities (EUR K)		
9	Trade Debtors (EUR K)		
10	Trade Creditors (EUR K)		
11	Stock (EUR K)		
12	Cash in Bank and in Hand (EUR K)		
13	Staff Costs (EUR K)		
14	Number of Employees (#)		
15	Number of Terminations of Employment (#)		
16	Number of Orders Received (#)		
17	Number of Orders Rejected (#)		
18	Number of Customer Orders Which Were Not Delivered When Promised (#)		

Input data

Ecological Sustainability		Current year	Previous year
19	Number of New Products (#)		
20	Number of New Products With Sustainability Features (#)		
21	Number of Locations (#)		
22	Locations with Eco-balances (#)		
23	Square Meters of Premises Floor Space (m2)		
24	Air Pollution (km3)		
25	Water Pollution (l)		
26	Waste (t)		
27	Recyclable Waste (t)		
28	Water Consumption (l)		
29	Energy Consumption (MWh)		

Social Sustainability		Current year	Previous year
30	Number of FTE Employees (#)		
31	Number of FTE employees With Formal Work-related Qualifications (#)		
32	Number of New FTE Employees (#)		
33	Number of Executives (#)		
34	Number of Female Executives (#)		
35	Number of Trainees (#)		
36	Number of Employees (50+) (#)		
37	Costs of Male Employees (EUR K)		
38	Costs of Female Employees (EUR K)		
39	Expenses for Health Care and Safety Precaution (EUR K)		

Benchmark Index data protection declarations

Winning Moves Ltd is primarily responsible for the delivery of the Benchmark Index system and will process your personal data in accordance with the Data Protection Act 1998 ('DPA') as the data controller. The information you provide will be used for the following purposes:

1. Processing and assessing the data contained in the questionnaire.
2. Submission to the database, which allows the data to be processed and a benchmark derived.
3. The ratio results (but not your personal details) may be used for statistical, performance reporting, benchmarking and evaluation purposes.

The database refers to all businesses that have used Benchmark Index for the purpose of benchmarking themselves against a comparison group of similar businesses.

You have a right to request a copy of any personal data held by Winning Moves Ltd at any time, so that you can check the accuracy of the information held.

If you wish to do this, please write (explaining that your interest is in personal data maintained by Winning Moves Ltd) to: Winning Moves Ltd, Business Solutions Centre, Wolverhampton Science Park, Glaisher Drive, Wolverhampton, WV10 9RT UK.



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