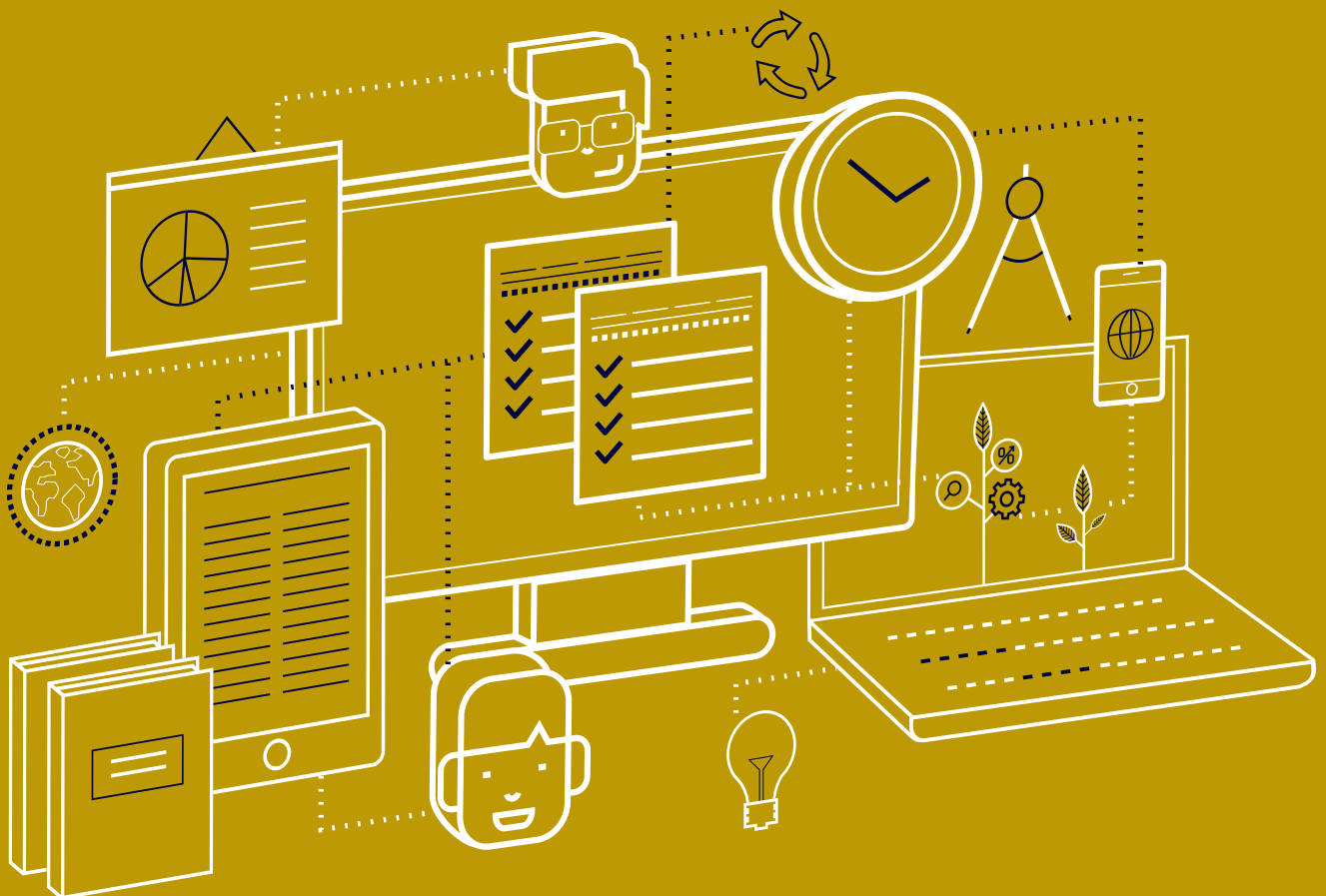


SPEED READ >>>

RESPONSIBLE BUSINESS

HOW CAN HR DRIVE THE AGENDA?

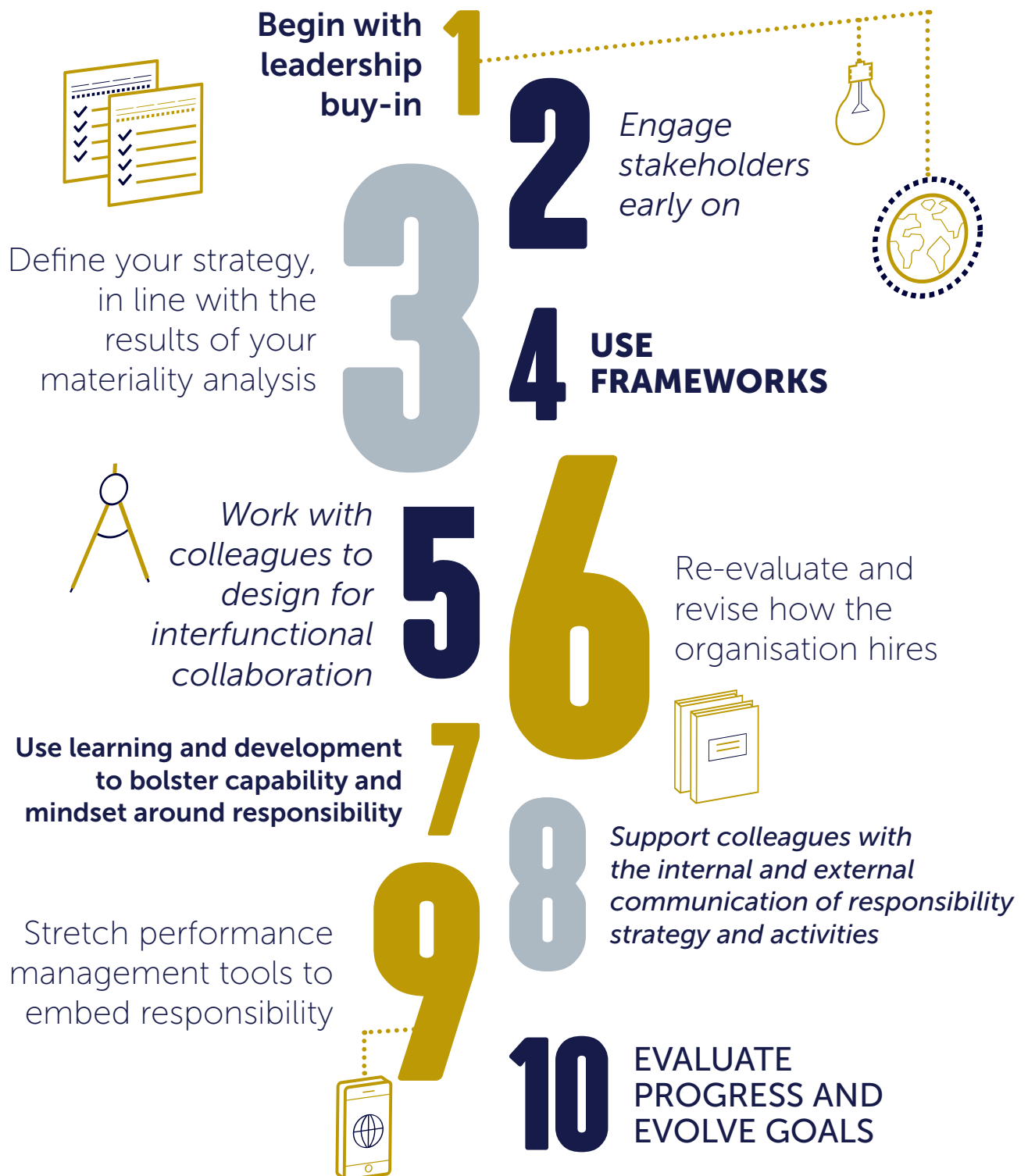


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RECOMMENDATIONS



"If we can't be representative of the people we serve, if we can't practice what we preach, if we can't lead the way on things staff clearly care about...then ultimately that starts to corrode the public's trust".

Lea Paterson, Executive Director for Human Resources, Bank of England

There has been renewed interest in the idea of 'responsible business' in recent years as organisations re-evaluate their role in fractured, rapidly changing societies characterised by high uncertainty. 'Responsible business' itself is a contested term; different organisations use different terminologies and definitions vary. We define responsible business as the responsibility a business voluntarily takes for its social, economic, and environmental (SEE) impacts i.e. core business behaviour and activities. Increasingly, many argue, responsible business activities are not an optional bolt-on to business as usual, but core to the business and how it behaves, built-in to the business's purpose and strategy.

As organisations grapple with the imperative to play a positive role in a broken society, they are likely to face several issues. Those issues are the focus of this Speed Read. We will briefly explore:

- **The key drivers and focus of the responsible business agenda.** What factors are driving interest in responsible business, and what specific areas of focus are most common?
- **The business case for responsible business.** Is there one? Is it clear-cut, or complicated? How will responsible business activities positively and/or negatively impact the organisation, its business model, and its employees?
- **Developing a responsible business strategy.** What is responsibility's breadth and scope, and how is it operationalised with respect to a company's context, competition, and strategy? Is there a framework that can help guide strategic choices?
- **Key challenges when implementing a responsible business strategy.** These include leadership-buy in, lack of interfunctional-collaboration, and the gap between intention and action, among others.
- **HR's role and responsibility with respect to driving a responsible business agenda.** Should HR be embedding ethics into the organisational culture? Helping craft responsibility strategy? Holding executive leaders to account by asking the tough questions?

“Your greatest impact is in the work that you do. Not the ‘extras’ like community work – important though that is – but what you actually do in your day job, how you run your organisation. People expect the business in its entirety to be responsible”.

Matt Sparkes, Head of Corporate Responsibility, Linklaters

DRIVERS AND FOCUS OF THE RESPONSIBLE BUSINESS AGENDA

Our research finds that a wide range of defensive, strategic, and altruistic factors is driving responsible business. Many organisations cite altruistic factors, such as ‘it’s the right thing to do’, as the key drivers of responsibility in their organisation. However, in practice, for many businesses, there is likely to be a combination of drivers, with some factors carrying more weight than others for individual corporate leaders and for different parts of a business – especially those operating globally.

FIGURE 1

Drivers of Corporate Engagement with Responsible Business

DEFENSIVE	STRATEGIC	ALTRUISTIC
<ul style="list-style-type: none"> • Reputational crisis and/or activist pressure • Operational, product and/or service failure • Regulatory and/or reporting requirements • Competitor and/or disruptor threats 	<ul style="list-style-type: none"> • Business opportunities and improvement • Reputation and/or brand enhancement amongst customers and employees • Investor expectations 	<ul style="list-style-type: none"> • Commitment to do the ‘right thing’ in society • Founding and core values of the organisation • Focus on sustainable success

In our research, ‘trust’, ‘license to operate’, and ‘the right thing to do’ were phrases that came up again and again, while concerns about pressures from activists or scores on reputation indices were rarely mentioned. And while the business case for responsibility was front and centre for some organisations, for many others linking responsibility activities to specific business outcomes was an indirect concern.

With respect to focus, we find that businesses are focusing their responsible business goals on a broad range of issues, including increasing environmental sustainability, respecting human rights, building a more diverse and inclusive organisation, tackling in-work poverty, and creating products and services that will solve social problems, among others. We find that many organisations are trying to do everything at once, rather than selectively focusing on a few key issues that are fully aligned to business goals. Such organisations risk becoming overwhelmed by the enormity of the task, perhaps making poor investments or achieving limited outcomes, doing the ‘wrong thing’ or not enough of the ‘right thing’, or they may be tempted to give up without really trying.

Unsurprisingly, HR tends to be focused on the ‘HR’ elements of responsibility, such as diversity and inclusion and employee wellbeing. We identify cross-functional working as an important strategy for pursuing a broader responsibility agenda, because it provides more critical mass than that provided by just one function.

DOES RESPONSIBLE BUSINESS MAKE BUSINESS SENSE?

“People often say to me – what is the business case for sustainability? And I always answer, ‘I’d love to see the business case for the alternative’”.

Keith Weed, Former Chief Marketing and Communications Officer, Unilever

There are three key stakeholder groups that drive the business case for responsibility: customers, employees, and investors.

- **Customers** drive the business case for responsibility in two ways: positively, by creating a market for responsible goods and services, or negatively, by boycotting the goods and services of a company perceived to be irresponsible. There is some evidence of a ‘market for virtue’ whereby customers are driving the growth of responsible goods and services.
- **Employees** are found to drive the business case for responsibility in several ways. Organisations whose employer brands have a strong ethical component are believed to be better able to attract and retain high-quality, engaged and motivated employees. This, in turn, can drive innovation and efficiencies, such as reduced turnover.
- **Investors** are increasingly driving the business case for responsibility positively or negatively – by investing capital (which in turn may lower the business’s cost of acquiring further capital), or withholding capital investment.

Research has linked responsible business to improved outcomes in financial performance, operational efficiency, innovation, reputation, access to capital markets, employee attraction and retention, employee commitment, motivation, and engagement, cost and risk reduction, and license to operate, among others.

However, there is an issue of causality. Does responsible business behaviour lead to better financial performance, or do firms that perform well financially have more leeway to behave in responsible ways? To what extent is responsibility driving performance, as opposed to the larger vagaries of the market?

On balance, we find that the business case for responsibility is strongest for those organisations that have made responsibility key to their customer attraction and retention strategy, and those highly visible global companies that have been targeted by, or fear being targeted by, activists. At the same time, there is still a market for the products and services of less responsible businesses. (For a comprehensive review of the research evidence, see our [full report](#)).

However, it is also important to note that we found no evidence that doing business responsibly comes at a great cost. In a time of rapid and enormous change – environmental, economic, and social – we believe businesses will experience an inexorable shift toward responsibility if they want to maintain their social license to operate. Responsibility will quickly become an accepted cost of doing business.

Therefore, we conclude that the key question is no longer ‘Should we do responsible business?’ but ‘How do we do responsible business most effectively for our organisation?’.

“You need to understand what your external stakeholders see as the really significant issues for your sector, and for you as an individual business – now. If you ignore that, and just come at this from the perspective of ‘what do we as a company think are the material issues?’, then you’re missing the point entirely, that this is about business in society”.

David Grayson, Emeritus Professor of
Corporate Responsibility, Cranfield
School of Management

There are three key points that organisations must keep in mind when designing a responsible business strategy:

- **Responsible business strategy should be ‘built-in’ rather than ‘bolt-on’.** In large, multinational companies, the most effective responsibility strategy is one that is so closely aligned to the larger strategy of its business, as to be one and the same. In these organisations, sustainability will be a fundamental stage-gate for all decisions. Smaller organisations should also define a responsibility strategy that is embedded into their business goals. There is some research evidence that, as yet, for many organisations responsibility remains more cosmetic than part and parcel of the business’s strategy and purpose.
- **Stakeholder views are critical to the process of developing a responsibility strategy.** Organisations have to take a dual approach to designing their strategy – they must look both outside-in (external stakeholders’ wants and needs of the business) and inside-out (the organisation’s wants and needs of stakeholders). Taking this dual approach to the development of responsibility strategy is likely to show up some limitations to the current business strategy, and thus will almost certainly lead to some (significant) changes to it – or more likely still, to a new strategy. We find that some organisations are missing this key step of stakeholder engagement.
- **Frameworks can help an organisation to articulate and organise its responsible business strategy.** Different frameworks serve different purposes – auditing current activities, defining new goals, plotting a future course, clarifying challenges – and may be used at different times. We find limited evidence that organisations, on the whole, are systematically using frameworks to support the development and evolution of their responsible business strategies; however, this finding may be more a reflection of HR’s limited engagement with responsibility than a reflection of the organisation’s actual practice. See our [full report](#) for an in-depth discussion of the different frameworks available to guide development of responsible business strategy, including materiality frameworks and maturity models, among others.

It is critical when developing a responsible business strategy to have a comprehensive view of the connections between the business, responsibility, and people strategies. To do this, start by developing a good understanding of both stakeholder concerns and of the current business strategy. What do stakeholders identify as the most important responsibility issues in your sector; and where, how, and with what is your organisation competing? Taken together, what do these insights mean you should prioritise with respect to responsibility? Should those priorities vary across geographies, and does the overall business strategy need reshaping in light of them? And how, in turn, do these priorities link up with and inform the people elements of your larger business strategy?

HOW HR CAN HELP DRIVE RESPONSIBLE BUSINESS STRATEGY?

“There is a great opportunity for the HR function to play a much bigger role in helping their company to really embed responsibility and sustainability through the business”.

David Grayson, Emeritus Professor of Corporate Responsibility, Cranfield School of Management

There are a number of challenges on the transformational journey to becoming a responsible business. These include gaining leadership buy-in, collaborating effectively across functional boundaries, embedding the responsibility mindset into the organisational culture, and narrowing the gap between good intentions on responsibility and actions undertaken. We find that the HR function is poised to maximise its contribution to the business by supporting colleagues to overcome many of these challenges; however, the HR function’s contribution to responsible business appears to be limited, thus far.

LEADERSHIP BUY-IN

The first, and perhaps greatest, potential challenge for an organisation on the path to responsibility is leadership buy-in. An organisation’s executive leaders have influence, business understanding, and strategic oversight of the organisation. It is their commitment to responsibility that will foster the pursuit of both financial and social goals, that will lend legitimacy to responsibility strategy and help build and maintain enthusiasm for it, and it is they who ultimately allocate financial and human resources to responsibility activities and initiatives.

There are various barriers to gaining the buy-in of executive-level leaders. Leaders may have good intentions but lack the necessary skills (resourcefulness, patience, stewardship mindset, etc.) to effectively support responsibility. They might resist or misunderstand the importance of some aspects of responsibility, such as transparency. In some cases, leaders may even be hostile to the very idea of responsibility.

One important strategy for gaining leadership buy-in is to forge an emotional connection when making the case for responsibility to senior leaders. Several organisations have had success gaining leadership buy-in by moving beyond numbers and telling a story or creating an experience in which leaders are really able to feel the issue.

For a more in-depth discussion of leadership buy-in, including what HR can do to help foster buy-in from the Board, please see our [full report](#).

INTERFUNCTIONAL COLLABORATION

An important, but often overlooked, dimension of responsibility is organisational structure. How is responsibility organised and managed throughout the business? A responsibility strategy (or in strategy’s absence, a bunch of activities) that is isolated in one part of the organisation (eg a CR team within Corporate Communications) tends to be less effective. In fact, functional isolation is indicative of a ‘bolt-on’ approach to responsibility.

Collaboration between HR and the responsibility function is critical, for several reasons. First, many of the key elements of responsibility are part of HR’s core territory (wellbeing, diversity and inclusion, and so on), so working together on the issues is essential. Second, HR, as a key enabler of change management and

“A responsibility mindset is the lens through which we view everything. Our core values [honesty, integrity, and respect for people] drive our mindset, and then we apply a broadening lens. Does this feel right? Have we thought through the unintended consequences?”

Wendy Rees, Head of UK Stakeholder Relations and Reputation Management, Shell

organisational culture, has an important role to play in resolving the inevitable tensions between an organisation's social (responsibility) goals and its financial goals. Third, HR is in a position to shape the organisation's design so that structure, ownership, and processes are fully aligned throughout the organisation. Collaboration with the responsibility function will ensure HR has the full picture to guide design.

Barriers to effective interfunctional collaboration include lack of knowledge about other functions' roles and responsibilities, lack of communication about a function's activities and initiatives, conflicting goals (such as when social/responsibility and financial goals are in conflict), and time poverty.

CULTURAL INTEGRATION

One of the key contributions the HR function can make to responsible business is around embedding responsibility into the organisation. How does the organisation behave? How does it hire? How do its people learn and develop? How is responsibility communicated within the organisation? And how do performance objectives and rewards reinforce responsible business goals?

- Responsibility is best supported by an ethical culture grounded in purpose. Do employees understand the social purpose of the organisation? Do they know how its products, strategies, and operational choices advance that purpose? Is purpose advanced in an ethical way, and do employees see the organisation holding itself accountable? HR, as the organisation's people expert, is ideally placed to articulate, communicate, and uphold organisational purpose.
- To achieve responsible business goals, the workforce must share values, behaviours, and processes. This means recruiting for values, not just skills. HR's role here can be extensive, and may include revision of job descriptions and the selection process, selection of new assessment tools, and/or adaptation of induction materials, among other things.
- Learning and development can help employees build the shared values and behaviours that allow responsibility to thrive in an organisation. HR should be revising, designing, implementing, and evaluating formal and informal learning and development opportunities – for employees at all levels of the organisation – with both business and responsibility in mind.
- Internal communications disseminate the purpose and ethics that ground the organisation's responsibility mindset, raise awareness, and share information about goals, activities, and successes. Done well, this can be a very effective tool for gaining credibility with employees and for building and maintaining momentum around responsibility. This is an area where HR can collaborate closely with responsibility and communications functions to shape messaging, ensuring that communications are relevant, responsive, and targeted to employees' needs.
- Setting, evaluating, and rewarding responsibility-related performance goals, at all levels of the organisation, is a key tool for embedding a responsibility mindset into organisational culture at many organisations. As owners of an organisation's performance management process, HR is best positioned to do this. It is important that objectives around responsibility are clearly defined, that they support both the short-term and long-term goals of the organisation, and that they are enduring, yet flexible enough to be updated as the strategy changes. HR is also positioned to formulate the compensation and other reward policies that help motivate performance.

“There’s not a policy that you can have for every set of circumstances. So we know that as a business, we will have to make decisions where there is uncertainty, ambiguity, a variety of ways to progress, maybe things are not clear. And it’s more grey than either black or white. So we use our values to help us make decisions. The number one value is to do the right thing”.

Jeff Lindeman, Group Director
Operations, WD-40

There are several barriers to the successful integration of responsibility into organisational culture. First, if the HR function is not collaborating across organisational boundaries, they are unlikely to have a comprehensive view of the strategy, activities, and challenges around responsibility, thus limiting their ability to implement and integrate. Second, culture change generally is difficult. Barriers to success include failure to gain employee buy-in, poor communication, failure to revise and update criteria, metrics, and programmes, lack of clarity around purpose and ethics, lack of consequences for failure to uphold ethics, and lack of evaluation of activities and initiatives.

THE GAP BETWEEN INTENTION AND ACTION

One final challenge that was highlighted repeatedly in our research is that of narrowing the gap between intention and action on responsibility. Narrowing the gap is important for maintaining momentum around responsibility strategy, for meeting and evolving responsibility-related goals, and ultimately for gaining responsibility’s rewards. It is also key to the credibility of an organisation’s responsibility efforts. An organisation that speaks the rhetoric of responsibility without demonstrating its commitment through concrete, integrated actions risks alienating both internal and external stakeholders and could do more long-term damage to its reputation than those that do not engage with responsibility at all.

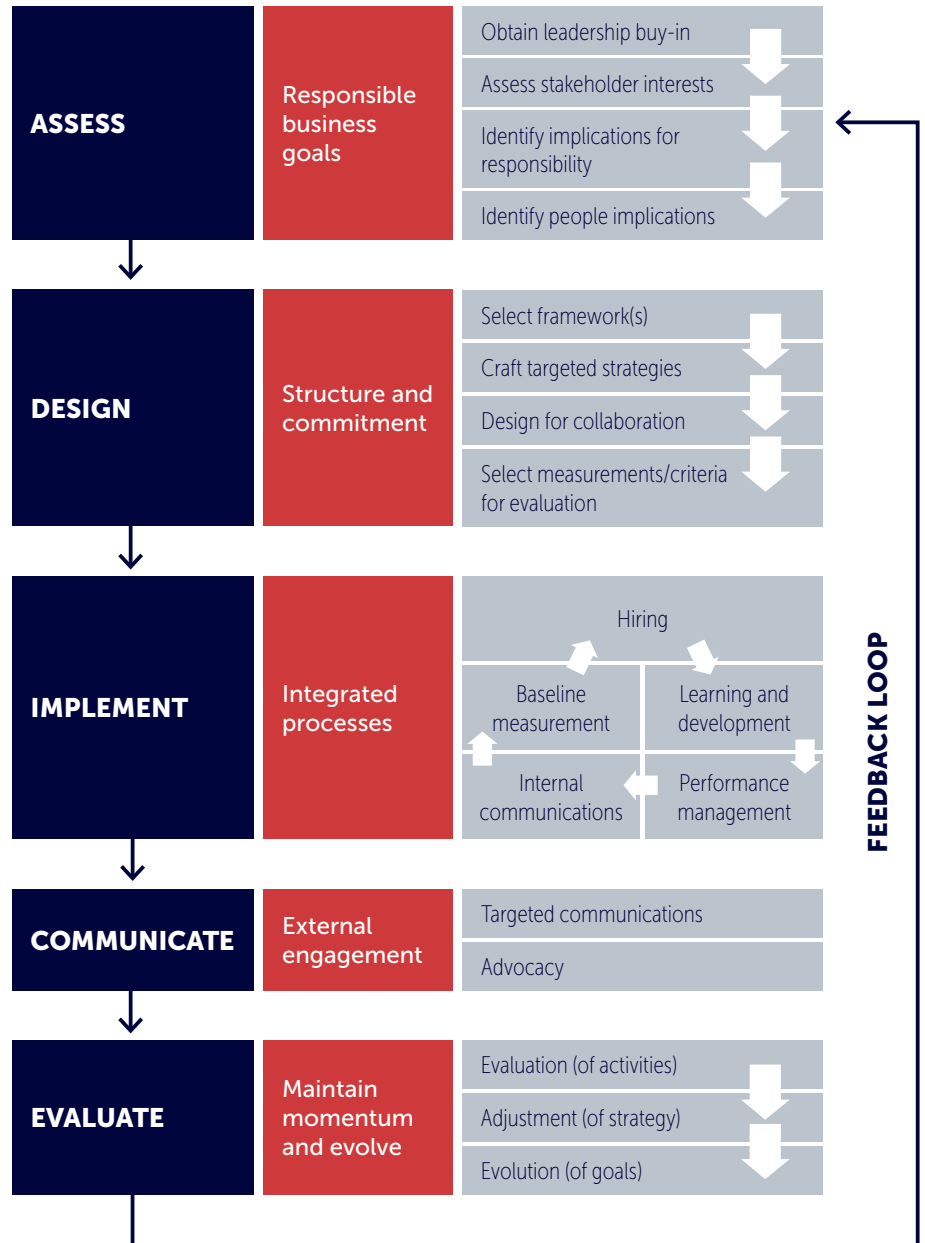
Assuming leadership buy-in and the formulation of a strategy, there are still several challenges to realising good intentions around responsibility. These include lack of resources to execute strategy, lack of clarity around goals, the lack of a plan for evaluating goals, poor communication (which can lead employees to resist responsibility-related changes, especially if past efforts have been subpar), and a lack of motivation to achieve goals. Performance objectives and reward policies, external communications, and evaluation are three tools for narrowing the gap between intention and action on responsibility. For an in-depth discussion of each of these tools, please see our [full report](#).

THE CRF STRATEGIC RESPONSIBILITY FRAMEWORK

We believe that responsibility presents opportunities for the HR function to maximise its business impact. For the ambitious HR function that wants to play an expansive role, rather than being in passive, compliance mode, advocating for responsibility is an important opportunity. HR can be involved collaboratively and from the ground-up in responsibility’s design, implementation, communication, and evaluation. We believe this is a forward-looking approach, with responsibility likely only to increase in importance as businesses reassess their role in a deeply fractured and rapidly changing society.

The CRF Strategic Responsibility Framework outlines what we see as the key steps along the responsibility journey. While it may be particularly useful for those just starting their journey with responsibility, it can also serve as a useful reference tool for teams working at all stages of responsibility maturity.

FIGURE 2
CRF Strategic Responsibility Framework



STEP 1: ASSESS

The first step on the journey to responsibility is about assessing impacts – both negative and positive – and identifying their implications for strategy (risks, opportunities). Responsibility is about reassessing the role of business in society, therefore at this stage organisations are usually grappling with the need to articulate responsible business goals – that is, goals that are at the same time both financial and societal. This is an enormous step for many organisations.

ACTIONS FOR THE ORGANISATION

Obtain leadership buy-in. Reorienting an organisation for responsibility is a complex, long-term task. Without buy-in from executive leadership, it may just get off the ground, but it won't fly. It is critical to get leadership buy-in early, to avoid wasted time and resources.

Assess stakeholder interests. Beginning by assessing the interests (wants and needs) of relevant stakeholders will give the organisation a clear view of the material issues around responsibility for their sector. Materiality frameworks are an important tool for this task.

Identify implications for responsibility. The outcome of stakeholder dialogues will be a clearer view of the areas on which the organisation should focus its responsibility strategy. This may have implications for the organisation's larger business strategy and is likely to include defining or redefining organisational purpose.

Identify people implications. Once the organisation has a clearer view of how responsibility and business strategies will interact, and what the goals are, it will need to identify the people implications of the new strategy. HR has an important role to play here.

STEP 1: ASSESS – ACTIONS FOR HR

- ➔ Advocate for responsibility with senior leadership.
 - Ask the tough questions of leaders, which requires HR practitioners to be knowledgeable about both responsibility and business.
 - Make arguments for responsibility that are both business-savvy and emotionally resonant.
- ➔ Support colleagues by ensuring they have the skills and mindset for effective stakeholder engagement, including the tools and techniques needed to engage effectively.
- ➔ Help identify and articulate employees' views on the organisation's material responsibility issues.
- ➔ Lead the organisation's work on identifying the people implications of the responsible business strategy.
 - Do you have the people you need to reach responsible business goals? If not, where will you find them or how will you develop them?
 - What strategies will you use to gain existing employees' buy-in to the new strategy, and how will you know if they are working?
 - What haven't business leaders thought of?

STEP 2: DESIGN

The next step is to develop appropriate structures and commitments. This stage is about setting responsibility up for success by grounding the strategy in tools and mechanisms, and maximising each function's commitment.

ACTIONS FOR THE ORGANISATION

Select framework(s). Using a framework can help organisations operationalise their responsibility strategy and goals.

Craft targeted strategies. With the help of one or more relevant frameworks, the next task is to define the strategies that will help the organisation realise its goals. For example, if one of your responsibility goals is to increase gender parity in senior leadership, what concrete steps must be taken to reach the goal?

Design for collaboration. How is responsibility organised and managed throughout the business? Is there good communication across functional boundaries? Is there a clear view of the roles and responsibilities of respective functions, and of the activities they are currently engaged in? The organisation must develop a variety of formal and informal mechanisms to guide connection and collaboration across the silos of the business.

Select measurements/criteria for evaluation. How will you know if your responsible business strategy is having the desired outcomes? Evaluation is always a tricky business, but organisations maximise their chances of achieving good evaluation by considering it at every stage of a process.

STEP 2: DESIGN – ACTIONS FOR HR

- ➔ Be knowledgeable about the different types of frameworks that can guide operationalisation of responsibility goals.
- ➔ Help define the specific strategies that will help the organisation reach responsibility goals related to HR's remit, such as increasing diversity and inclusion or improving employee wellbeing.
- ➔ Identify and develop formal and informal mechanisms that enable interfunctional collaboration on responsibility within the business.
- ➔ Collaborate with analytics experts to identify people-related measures to track progress toward responsible business goals.

STEP 3: IMPLEMENT

This stage is largely about implementing behaviour change.

ACTIONS FOR THE ORGANISATION

Hiring. To achieve responsible business goals, the workforce must share values, behaviours, and processes. For organisations that are making responsibility an integral part of the business, this means recruiting for values, not just skills.

Learning and development. Learning and development should be harnessed to help employees build the shared values, behaviours, and processes that allow responsibility to thrive in an organisation.

Performance management. The organisation must determine if and how it will use sustainable bonuses and other performance objectives and rewards to reinforce its responsible business strategy. It is important that objectives around responsibility are clearly defined, that they support both the short-term and long-term goals of the organisation, and that they are enduring, yet flexible enough to be updated as the strategy changes.

Internal communications. Internal communications can help the organisation gain credibility with employees for its responsibility strategy, and help build and maintain momentum.

Baseline measurement. At this stage the organisation will need to collect baseline measurements of the metrics that will show whether responsibility-related activities are having the desired effect on performance.

STEP 3: IMPLEMENT – ACTIONS FOR HR

- Revise job descriptions, select new assessment tools, revise the entire selection process, and/or adapt induction materials to recruit for values and skills.
- Help to interpret and communicate the organisation's purpose to its people.
- Revise, design, implement, and evaluate formal and informal learning and development opportunities – for employees at all levels of the organisation – with both business and responsibility in mind.
- Formulate the compensation and other reward policies that help motivate responsible business performance.
- Collaborate with the responsibility, communications, and/or other functions to shape messages related to responsible business goals, ensuring that they are relevant, responsive, and targeted to employees' needs.
- Maintain regular communication with analytics colleagues about the measurement of people-related responsibility metrics.

STEP 4: COMMUNICATE

A critical step along the responsibility journey is to communicate activities and outcomes to the external stakeholders whose views have informed your strategy. This step is about the organisation making itself accountable, increasing its transparency, and using its influence to promote and improve responsibility throughout the business world.

ACTIONS FOR THE ORGANISATION

Targeted communications. External stakeholders want to know what organisations have committed to doing, and want to see the evidence that they have reached those commitments. Organisations should reinforce any commitments publicly made by transparently communicating their successes (and failures) to external stakeholders, using a variety of communication methods.

Advocacy. Advocacy is often overlooked, but it's important both for actually realising significant societal/environmental impact, and for raising the profile of the organisation's work around responsibility. Advocacy involves both taking public positions on issues, and facilitating inter-organisational, multi-stakeholder groups/forums/initiatives to share good practice and/or collectively tackle responsibility challenges.

STEP 4: COMMUNICATE – ACTIONS FOR HR

- Ensure that company advocates have the technical skills (including social media savvy) to do advocacy effectively.

STEP 5: EVALUATE

Evaluation is about not only the mechanics of actual evaluation, but how outcomes are communicated and used to adapt and evolve the organisation's responsible business goals.

ACTIONS FOR THE ORGANISATION

Evaluation of activities. After a given intervention, it is necessary to collect data to assess its impact, for example through employee surveys, focus groups and so on. This data should be compared to baseline measurement, and conclusions drawn.

Adjustment of strategy. As important as collecting data and assessing outcomes is deciding what concrete actions to take based on those outcomes. For example, have your targeted strategies to, say, increase gender parity among senior leadership achieved their goal? Why or why not? If the strategy needs to change, how so?

Evolution of goals. It is virtually certain that responsible business goals will need to evolve over time, for example because of changing market conditions or because prior goals have been reached and it's time to aim higher. Business leaders will need to decide how, when, why, and in what direction those goals evolve.

STEP 5: EVALUATE – ACTIONS FOR HR

- Ensure colleagues have the skills they need to carry out evaluation and strategic assessment.
- Use the numbers to tell stories about how people-related aspects of responsible business strategy should (or should not) change.
- Use people, responsibility, and business expertise to influence senior leadership on the evolution of people-related aspects of responsibility strategy and goals.

FEEDBACK LOOP

All of the steps in this process are underpinned by a feedback loop through which insights gained at one stage are fed back into subsequent steps.

Though we have described a linear responsibility journey, in practice the boundaries between steps and activities are frequently porous and dynamic. While some activities initially come before others – gaining leadership buy-in, assessing stakeholder needs – once an organisation's responsibility journey is off the ground, different activities will move at different speeds, different types of challenges will stymie progress in different ways, communication and adaptation will constantly go back-and-forth, and the 'end state' toward which the organisation is working will continually evolve.

FEEDBACK LOOP – ACTIONS FOR HR

- The HR function can take advantage of the iterative nature of this process to continually improve and evolve the nature and scope of its own contribution to responsible business.



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