Beyond Limits

BT Group plc
Diversity and Inclusion Report 2020/21

Diversity and Inclusion

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Foreword

Philip Jansen
Chief Executive

Diversity and inclusion are central to our vision and ambition for the future.

From our well-established People Networks to the Ethnicity Rapid Action Plan which we launched during the year, BT's approach provides tangible and impactful benefits to our colleagues and customers whilst being robust and flexible enough to respond to the ever-changing inclusion landscape.

The last year has shone a powerful light on issues of systemic racism, prejudice and discrimination. Like others, we've been forced to hold the mirror up to ourselves, as individuals and as a business, and ask what more we can do and to commit to being bolder in our approach.

We've listened and we're unapologetic that much of the year's most important work has been focused on ethnicity as we've opened our eyes, ears, and minds to the experiences of our Black, Asian and ethnic minority colleagues.

We're also reminded that a culture of sexual harassment and misogyny is still commonplace in our schools, in our society and in our workplaces.

For my part, I am determined to stamp out discrimination, harassment and inappropriate language and behaviour. It is not negotiable that every part of BT will be a safe, respectful, inclusive and safe place to work. This is more than a symbolic statement; it's the right thing to do. This commitment is supported and reinforced by every member of the Executive Committee and the Board, and we will lead by example, setting the standards we expect to see across BT.

This report provides a review of our activities and initiatives across the broad spectrum of diversity, from reverse mentoring for BT's Senior Management Team through to training and education programmes enabling all colleagues to better understand the impact of language that is not inclusive or welcoming.

It also details our inaugural workforce and leadership targets for gender, ethnicity, and disability, as well as specific targets for Black/Black heritage representation. These reflect our desire to be bolder and create a workforce that is fully representative of the regions in which we are based, at all levels of the business.

The success of the first People Data Campaign we ran in the summer of 2020 has provided us with sufficient diversity information to confidently carry out our first Ethnicity Pay Gap Report. The results show us that whilst our gap is lower than the national and industry averages[1], there is no room for complacency, and we must continue to prioritise actions that close both our ethnicity[2] and gender[3] pay gaps.

We have made good progress in the last year and have strong foundations on which to build. From BT's gold sponsorship of Pride in London later this year to the launch of our Disability Rapid Action Plan, our focus on reviewing and enhancing our family friendly policies and our deliberate efforts to attract and retain under-represented groups at all levels across our business, our plans for 2021/22 further underline our commitment to D&I.

My personal commitment to this agenda is resolute – indeed, I see it as fundamental to the attainment of our purpose – to connect for good. BT will become a fully inclusive organisation in which all our colleagues feel valued for who they are, the way they see the world and their unique contribution to our team.

[1] Office of National Statistics provisional figures 2020 indicates 11.6% median pay gap for the telecommunications industry and 15.5% median pay gap at UK national level. The ONS reported figure for the UK ethnicity pay gap in 2019 is 2.3%.
[2] Our overall ethnicity pay gap is -1.3% (median).
[3] Our overall gender pay gap is 5% (median).

Introduction

This is our inaugural Diversity and Inclusion Report. It includes our Gender Pay Gap Report and our Ethnicity Pay Gap Report. In it, we'll share our D&I strategy, the approach we're taking to embed equality and fairness in our business, our progress and how we measure up against our targets.

We'll set out what our priorities will be over the next 12 months and we'll shine a spotlight on Black inclusion, responding to the renewed global focus on advancing racial equality and outlining our commitment to ensuring all our colleagues feel included at work.

We'll do this in an open and transparent way, and we'll cover D&I in its broadest sense.

Inclusion as a priority

Over the last few years, events beyond BT have raised awareness of the need for businesses to do more to tackle workplace and societal inequalities.

It's been an unprecedented period. In 2017, the #metoo social campaign encouraged the reporting of and open conversations about sexual abuse and sexual harassment. More recently, the murder of George Floyd in May 2020 and the Black Lives Matter movement galvanised businesses to take significant action to amplify the collective voice of their Black colleagues and customers. At the same time, the coronavirus pandemic highlighted health and economic inequalities and increased societal awareness about the importance of good mental health.

We're responding. During this period, we have built on our commitment to inclusion, increasing our investment and intensifying our focus in a bid to accelerate the pace at which we can achieve equality and fairer outcomes for all our colleagues.

Changing expectations

We must lead by example. Our society is constantly evolving, as is the way we view and respond to issues such as D&I, climate change, human rights and digital privacy. These matters have become more important for our colleagues and customers as they are issues that affect everyone. Whilst this report primarily focuses on our internal diversity and inclusion work, because of the impact of these other issues, we do touch upon them here too.

We know that our position as one of the UK's best-known companies carries expectations. Our colleagues, customers and the communities we serve expect us to play our part in creating workplace and customer environments that are inclusive, welcoming and accessible. They also expect us to make progress on this agenda at a far quicker pace than in previous years. We are an industry leader and need to demonstrate thought leadership on D&I: we must earn the title of 'exemplar organisation'.

We accept these changing expectations. They help us shape our ambition which, despite D&I's complexity, we can define simply: to be an organisation with a workforce that reflects the diversity of its customers.

At a glance

People data campaign

Our successful People Data Campaign, carried out in the summer of 2020, increased declaration rates across all characteristics. We're now equipped with a more sophisticated understanding of our colleagues that allows us to identify the different experiences of diverse groups. The increase in ethnicity declaration rates, from 65% to 78%, enabled us to carry out our first Ethnicity Pay Gap Report.

78%

Ethnicity declaration rate, an increase from our previous rate of 65%

Valuable 500

We're proud signatories of the Valuable 500, supporting a global movement to put disability on the business leadership agenda, specifically ensuring that disability inclusion is on our board agenda.

Ethnicity Pay Gap

We've undertaken and reported on our first ethnicity pay gap and we have chosen to show how **our pay gap looks across each of the ethnicity groups.**

Inclusive Design Training

We've launched our online inclusive design training, upskilling colleagues to embed an inclusive design approach during the lifecycle of any project by introducing the concept of the social model of disability and the importance of end-user engagement.

Ethnicity Rapid Action Plan

To accelerate the pace of race equality, we introduced our Ethnicity Rapid Action Plan (ERAP), which promises swift action, regular updates and maximum transparency. We're making excellent progress across all four ERAP workstreams.

Race Awareness Training

We're delivering on our public commitment to deliver immersive training to enhance race awareness, introducing a new programme of **mandatory race awareness training for everyone in BT.** Our online training is supported by guidance, recognising local issues, and providing support to help managers champion diversity in their areas and challenge racism where it exists.

Gender Pay Gap

Our focus on evidence-based inclusion interventions has enabled us to ensure that our gender pay gap and quartiles figures remain stable and very similar to previous years – mean 4.9% and median 5.0%. Our pay gaps remain low, providing some assurance, but we're not complacent as we continue our work to progress gender equality.

4.9%
mean

5.0%
median

About us

Who we are

We're one of the world's leading communications services companies. Based in the UK, we serve customers in around 180 countries. We develop and sell communications propositions and services and build and operate the networks that are essential to modern lives, businesses and communities. We operate as a single business made up of organisational units, including customer-facing units that sell propositions and services and corporate units that support the whole group.

Our global footprint means that we understand the broadest sense of D&I and how this applies across our locations.

Our purpose and values

As technology changes our world, the connections people make can be simple or complex, helpful or harmful, good or bad. That's why we're here – **we connect for good.** Because when we connect for good, there are no limits to what we can do.

We champion good connections and harness the power of technology to help solve some of the world's biggest challenges, from climate change to cyber security. We empower people and organisations to get more out of this emerging world, removing limits and unlocking their potential.

During 2020, and in response to the coronavirus pandemic, our purpose has become even more important to us and to our nation as we work hard to reduce isolation and increase connectedness – keeping businesses and people in touch.

We want to be a high-performing, thriving organisation where difference is celebrated. We want inclusion to remain a core part of our DNA. And we want to be an organisation where all our colleagues are inspired and supported to be the best they can be. To do that, we need excellent collaboration and leaders who are brilliantly bold in pursuit of a shared ambition.

About us/continued

Our values are aspirational, but realistic – things that capture the spirit of BT at its best: Personal, Simple, Brilliant.

Our values apply to all colleagues, underpinning and guiding every decision. That way, we always do the right thing by our colleagues, customers and shareholders. These values mean that D&I is everyone's responsibility at BT, and are as true and integral today as when they were first introduced. But we now have a common view of what they mean and how they guide us in our behaviours.

Each value plays a direct part in how we deliver our diversity and inclusion agenda.

Personal

We always own the outcome; stay curious and open to learning. We treat others as they'd like to be treated, in a way that respects difference but sustains our common values.

In an inclusion context: we equip our colleagues with accountable freedom, we encourage considered curiosity to learn more about diversity and we support our colleagues to make the right decisions each and every time. We're flexible to individual colleague needs and make adjustments to cater for childcare, caring responsibilities and impairments/long-term health conditions.

Simple

We always keep moving at speed, choose the most straightforward path and make things easy.

In an inclusion context: we provide our colleagues with a suite of learning opportunities and toolkits that make it easy to understand diversity and its application in their role. We know the D&I agenda is complex, so we make sure we consider the simplicity of our interventions before we launch them. Making things simple is about inclusive design – removing barriers that can be caused by language, technology, accessibility and providing choice wherever possible.

Brilliant

We always put teamwork first and encourage our colleagues to think big and bold.

In an inclusion context: we fearlessly push for the highest standards of inclusion, accessibility and equality. We never accept average and we never stop looking for better ways to embed inclusion.

Sitting alongside our values and expected behaviours is our commitment to delivering our diversity and inclusion strategy in a way that's fair, transparent and accessible for all. This includes how we report our progress.

Our 2030 ambition – who we must become

We feel a responsibility to help others. Artificial intelligence, robotics and universal connectivity can be a driving force for good, helping us to build inclusivity into our everyday lives.

That's why we're committed to investing in digital inclusion, ensuring that no one is left behind or excluded in this new world. We're well aware that social and digital exclusion can negatively impact personal, social, health and economic outcomes. So we're focused on increasing accessibility of, and trust in, all our products and services.

All this shapes our ambition of who we want to be in ten years' time.

By developing reliability, respect and responsibility, we will build trust. We will continue to prove that people can depend on us. And we will show that we are a company that is on your side, fixing your problems and innovating to make things better and easier.

About us/continued

Our representation

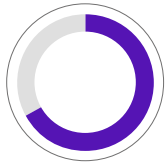
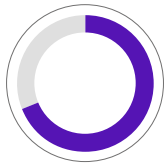
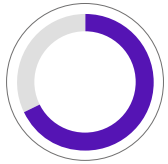
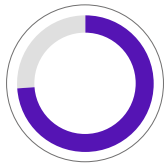
Knowing our workforce is vital. In the summer of 2020 we sought to better understand the diversity of our UK workforce.

We thought very carefully about the privacy of our people's personal information and consulted with colleagues and external experts about what terminology was considered to be current and representative. This listening exercise encouraged us to considerably expand and revise our campaign design approach.

We carried out a People Data Campaign which provided colleagues with the opportunity to update their diversity records on our systems. As a result, we now have a much more accurate picture of our workforce demographics.

Our people[a]

- Men
- Women

BT Group plc Board 12	Men 8	67%	
	Women 4	33%	
Leadership[b] 118	Men 81	69%	
	Women 37	31%	
Senior management[c] 882	Men 603	68%	
	Women 279	32%	
Employees 102,037	Men 75,717	74%	
	Women 26,320	26%	

[a] Numbers presented are as at 31 March 2021 and exclude approximately 600 colleagues located in jurisdictions where local labour laws restrict reporting of gender.
[b] For the purpose of the UK Corporate Governance Code 2018, our leadership comprises the Executive Committee (excluding executive directors on the Board but including the CEO, Openreach and the company secretary) and all of their direct reports.
[c] For the purpose of the Companies Act 2006, our senior management comprises those employees responsible for planning, directing and controlling the activities of the group, or a strategically important part of it (being members of our senior leadership and senior management teams, and directors of the group's subsidiaries but excluding executive directors on the Board).

About us/continued

Our Diversity and Inclusion strategy

We introduced clear lines of accountability and robust governance. During 2020, we reaffirmed our strong commitment to the D&I agenda and we agreed the roles and responsibilities of colleagues, making them even more accountable. The central D&I team provide subject matter expertise through a Centre of Excellence and by partnering with the business, ensuring that programme owners are equipped to deliver.

Alison Wilcox, Group HR Director, holds Executive Committee accountability for diversity and inclusion across BT whilst Sabine Chalmers, Group General Counsel & Director of Regulatory Affairs and our Executive Committee sponsor, is responsible for championing D&I priorities. Each member of our Executive Committee sponsors one of our ten People Networks.

This important step ensures that the Executive Committee receives regular updates on our D&I strategy, providing the opportunity to have more informal discussions across all strands of diversity and enabling monthly progress reporting against each strategic priority.

Five clear priorities

1 A balanced workforce that reflects diverse societies

A gender-balanced and representative workforce that reflects the different regions in which BT works and consistently future proofs with strategic workforce planning. Internationally recognised diverse graduate scheme and UK recognised apprenticeship schemes.

2 Inclusive design built into all products and customer offerings

Inclusive, innovative culture where people feel respected, engaged and able to speak out and this translates into innovative inclusive design for customers – creating differentiation for BT.

3 Consistent approach to inclusivity for colleagues and customers

A best practice inclusive design approach is embedded into our policies, practices and offerings for all our people and customers.

4 Improved outcomes for disadvantaged groups in society

We're encouraging all our communities to access learning and development opportunities, widening access and participation rates, proactively using digital technology to connect for good and actively removing barriers to learning to ensure fairness and inclusion.

This is essential, for our business and nation, now and in the future.

5 External recognition

Strong external reputation for leading the agenda through bold action, research, influencing others in industry and sharing best practice.

About us/continued

Our D&I targets

At the end of March 2021, we've made progress but we recognise we've more to do. The success of our People Data Campaign in Summer 2020 provided us with a more complete picture of our workforce demographic. This extra data allows us to better understand the progress we're making against our targets and where it's necessary to increase our focus. This is enabling us to be representative of the population we serve and is supporting the delivery of extra People Networks across our non-UK locations. We've plans to repeat the data collection exercise over our global footprint. Our new, bold ambitions and workforce targets (page 11) are deliberately stretching and are supported by a pan-BT diversity and inclusion programme that will deliver against these.

Targets
to end of March 2021

Gender

40% **of senior management** will be **women** by the end of 2020/21

33% **of the Board will be women** by the end of 2020/21

30% **of leadership** (top 100 positions) will be **women** by the end of 2020/21

Ethnicity

15% of senior management team will be **'Black, Asian or another ethnic minority'** by the end of 2020/21

Disability

No targets

Progress
Current position (end of March 2021)

33% of senior management and 26% of the current pan-BT workforce are women

33% of the Board are women and **15%** come from an ethnic minority background

31% of leadership positions are held by women

9% of UK senior management team and 10% of UK workforce are Black, Asian or from an ethnic minority background

7% of our UK workforce have identified as disabled, have an impairment, a neurodiverse condition, a long-term health condition or other support needs.

About us/continued

Our new 2030 Ambitions

We have clear ambitions to be reached by 2030 including an aggregate gender, ethnicity and disability target. However, we're aware that an aggregate target can sometimes risk confusion. It may not fully recognise intersectionality – the multiple types of diversity that one person can have which, when combined, can create distinct forms of discrimination. So, we're committed to reporting on a broader suite of diversity targets, underpinned by further metrics that enable us to fully understand our progress and to take swift, decisive action where necessary.

2030 Ambitions

We have developed inaugural workforce and leadership targets for gender, ethnicity and disability, as well as specific targets for Black/Black heritage representation. These reflect our desire to be bolder and set ambitions aligned with Office for National Statistics population projections, making sure we create a workforce that is fully representative of the regions in which we are based at all levels and in all parts of the business.

Do targets matter?

They matter to us. Like many organisations, we've chosen to publish our diversity targets, demonstrating our commitment to transparency and enabling ongoing benchmarking against other progressive companies.

We're ambitious about setting targets for other strands of diversity too, but to do so we need a more complete suite of colleague diversity data. We can then measure progress against a baseline.

Targets are just the beginning. They're one way of measuring the progress we're making to embed inclusion, equality and fairness in our processes and to remove or mitigate bias from – or in – our policies and decision making. However, we know that these need to be part of a much larger, programmatic approach that tackles inequality at its root. That's why our approach is to use targets to focus our attention and inclusive practice to create transformational change.

Inclusion indicators

We know that realising our ambitious targets is only one indicator of achieving a more inclusive working culture. We know a truly inclusive culture is one in which all colleagues both anticipate and embrace difference and regard it as an opportunity for innovation. And we'll achieve our ambition when all of our colleagues feel they belong and have the opportunity to thrive at work.

Our 2030 Ambitions will be achieved through multiple enablers, and we will prioritise the points of the colleague life cycle where the data indicates interventions will bring the fastest, highest impact change: Attraction, Candidate Conversion and Inclusive Environment. We are already refreshing our approach to these critical areas of focus.

Supporting our 2030 Ambition and our People strategy

Our D&I strategy, our programmatic approach, the evidence-based interventions, the targets we've set, our governance and accountability process – none of these are part of an isolated workstream. Each plays an integral part of our 2030 Ambition and our people strategy. Each demonstrates that inclusion is at the heart of how we operate at BT – **inclusion by design**, not as a retrospective fit.

Our 2030 Ambitions

By 2030, our workforce will be

Gender	50%
Ethnicity	25%
Disability	17%

To help us achieve that ambition we've set stretching 2025 targets

	Overall workforce	Board	Executive Committee	Senior Leadership and Management Teams	
Gender	46%	33%	33%	41%	
Ethnicity	16%	2 members	2 members	15%	Black and Black heritage 5%
Disability	14%			10%	

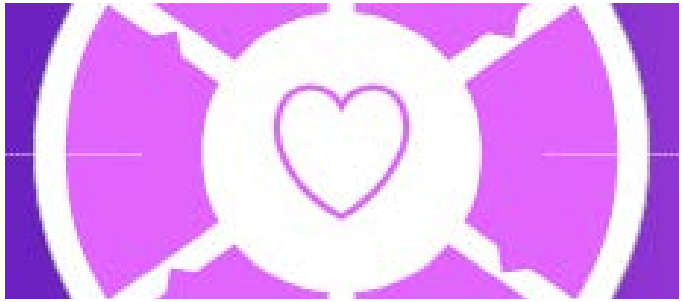
Inclusion by design

Highlights within this section

Reflections and a view forward

A busy and progressive year for us, but still much more to do.

Find out more page 13



D&I at BT

Using our improved data, best practice and colleague insights to ensure we're implementing the right inclusion interventions.

Find out more page 14

Roadmap

We've a long history of embedding inclusion into everything we do.

Find out more page 15

Reflections and a view forward

Jackie Beer
Director – Diversity and Inclusion

It's been an unprecedented year. One which has seen a seismic movement in the diversity and inclusion landscape. The coronavirus pandemic and its devastating effects, globally, highlighted disparate health and economic outcomes for diverse populations. And, George Floyd's murder, just over a year ago, proved to be a seminal moment triggering global anti-racism protests, as people across the world demanded the overhaul of systems that perpetuate racism and social inequality.

Undoubtedly, these two events, amplified what we already knew. We needed to do more, sustainably and quickly, to advance the pace of change for equality and across our business, so our leaders and colleagues came together to press our foot on the accelerator for a more diverse and inclusive BT.

This report is a reflective look across 2020/21 and highlights some of the work we've undertaken across the breadth of our inclusion agenda, with a particular focus on gender and ethnicity. It contains our fourth Gender Pay Gap and our first Ethnicity Pay Gap Report, the latter made possible following our successful People Data Campaign. The report also details our new workforce 2030 ambitions which serve as a critical directional north star and will guide us in ensuring we are implementing inclusion initiatives that deliver tangible outcomes that enable us to realise our ambitions.

We're now moving into the next phase of our diversity and inclusion strategy, which is much broader, covering colleagues, customers, communities and our supply chain and we recognise the impact and reach we have as one of the world's leading telecommunication services companies to deliver better outcomes for all.

It goes without saying we want to ensure that all our customers, our colleagues and the communities that we operate in feel that they are welcome, included and belong at BT and we're unapologetic in our aim to make BT a workplace and provider of services that is truly inclusive.

D&I at BT

An evidence-based approach

Many inclusion interventions have been tried throughout history with varied success. Some have focused specifically on a strand of diversity; others have considered intersectionality and the broadest spectrum of diversity. Some have focused on short-term, tactical initiatives; others have had a longer-term vision where the benefits may not yet have been realised.

Our approach is simple. We use the richness of our data to give us an increased awareness and an accurate understanding of the issue we're responding to. And we're really clear about one thing: we're not fixing people; we're addressing any bias that may exist in processes and in our decision making.

This evidence-based approach lets us make sure that D&I remains a core business priority. From the appointment of Henry Fawcett, a blind Postmaster General in 1880, to the important joint sponsorship of the 2012 Paralympics, when we partnered with Sainsbury's, we have a successful history of putting inclusion at the heart of all we do.

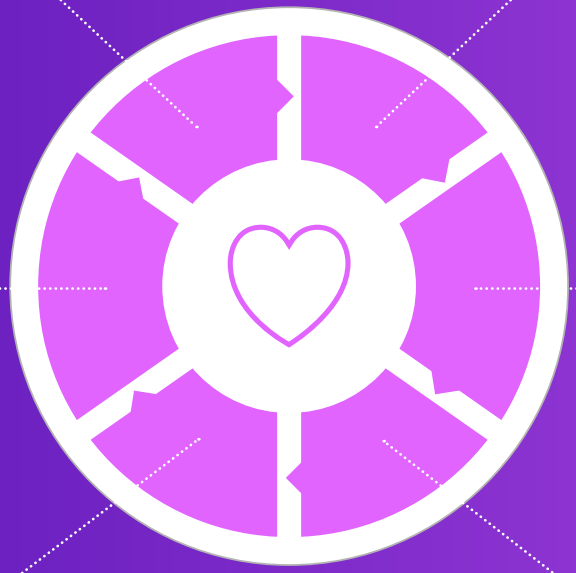
The principles that underpin our work

Research driven

A D&I team in the Centre of Excellence, drawing upon interdisciplinary research, behavioural science and evidence-based practice.

Best practice

A coherent, coordinated and visible best practice work programme which is highly coordinated to achieve maximum impact and outcomes.



Centre of expertise

Serves as a single central point of expertise, leading and guiding the business.

Governance

Comprehensive and consistently applied governance of the D&I agenda across BT and in each business area.

Test, learn, adapt

We will pilot interventions and test they have achieved the intended outcome. Our work will be underpinned by new principles of test, learn and adapt.

Intersected identity

An expanded focus on all aspects of diversity and inclusion and social mobility and a sophisticated understanding of how the different elements of social identity intersect.

Comms & engagement

Strong and aligned internal and external messaging delivered with strong support from colleagues in internal Communications and External Affairs.

Roadmap

Highlights of our diversity and inclusion journey

1880
Inclusion in our heritage
Henry Fawcett, who was blind, appointed Postmaster General

1991
BT endorses the Government's White Paper, Competition and Choice: Telecommunications Policy – a new, more open and fairer policy enabling customers to acquire telecommunications services from competing providers using a variety of technologies and for BT to offer flexible pricing packages to meet the needs of different types of customer

2005
BT Carers Network established

2009
BT Paralympic World Cup
the largest annual, international, multi-sport competition in elite disability sport: BT is Title Sponsor for three years in the run-up to the 2012 Paralympics

2012
Paralympic Games
BT and Sainsbury's jointly sponsor Channel 4's programming of the London 2012 Paralympic Games

2013
Movement to Work voluntary collaboration of UK employers committed to tackling youth unemployment through provision of high-quality vocational training and work experience

2016
EHRC's Working Forward Coalition
to make the workplace as inclusive as possible and supportive of pregnant women and new mothers

2017
Tech Talent Charter (TTC)
signatories increase the inclusion and diversity of the tech workforce in the UK
Multiple diversity strands 2017 (reporting in Sept 21)

2018
Race at Work Charter, a public commitment to improve outcomes for Black, Asian and ethnic minority colleagues

2018
30% Club globally taking action to increase gender diversity at board and senior management levels

2018
BT launches a memorials database to coincide with the centenary of the end of the First World War: contains information and personal stories about our colleagues who were commemorated on war memorials at BT buildings and creates a connection between the past and today to commemorate our past employees

2020
UN Standards of Conduct adopted to eliminate discrimination against LGBTI colleagues in the workplace

2021
Disability Rapid Action Plan to accelerate the pace of change for disability equality

2021

2019
Social Mobility Pledge to boost opportunity and social mobility for people from a disadvantaged background

2019
People Networks the ten People Networks were refreshed, with new governance and formal elections of new chairs

2020
BT became a Lifetime Visionary Partner of Race Equality Matters, enabling us to work in collaboration to turn our public declarations of commitment and organisational support into tangible and meaningful actions that advance workforce and social racial equality

2020
Ethnicity Rapid Action Plan to accelerate the pace of change for race equality

2020
Aleto Foundation partnership to support diverse talent

ALETO FOUNDATION

2021
Our 2030 Ambition recasting our vision as an organisation fit for the future, with diversity and inclusion being a central strand of that culture and vision

Building on our success

We're even more focused. As we've learned more about our people and their collective and individual needs, we've accelerated the pace of our work – upholding our history of positively delivering on our inclusion strategy. We now have a much broader approach to D&I, have a greater understanding of the impact of our work and we're transparently measuring and reporting our progress. This is reflected in the fact that we're publishing our first combined D&I report.

Language and identity

Language is important. This report may look and feel slightly different to those we've produced in previous years. That's intentional. We've responded to feedback from our colleagues, customers and stakeholders and we've taken into account the best practice guidance on language and accessibility.

Where possible, we've removed unnecessary jargon and made our language simple and easy to understand. We'll aim to tell our D&I story through both a retrospective and forward view.

As our understanding and knowledge of D&I have evolved, so has the language we use in this arena. Language is powerful and value laden. When we use inclusive, accurate language, we create meaningful and respectful relationships. In contrast, when we are careless or complacent in our language, this serves only to further divide communities.

To create a truly inclusive workplace and culture, the language we use needs to be appropriate, sensitive and create environments where everyone feels welcomed.

So we've made some changes. As a result of our successful People Data Campaign, and following feedback from colleagues and customers – plus the insights of emerging best practice – we're now moving away from generic phrases such as BAME (Black, Asian and Minority Ethnic). Instead, we're starting to use more accurate descriptions that reflect the diversity, background and ethnicity of our colleagues when we know this information and where it's appropriate to use it.

Language, and its correct use, matters. Not just to the accuracy of our data reporting, but in how we're equipped with an important and sophisticated understanding that allows us to identify the different experiences of diverse groups.

Going forward, colleagues will be encouraged to use appropriate terminology. We'll undertake to ensure that none of our corporate reports and data analysis will use the term BAME or females, and that the consideration of intersectionality will be a guiding principle in all D&I initiatives.

In the context of gender, we're moving away from terms or phrases that describe women as females. We're also ensuring that we're broadening our description of gender to include extra gender identities.

Building on our success/continued

Similarly, we're continuing to promote the social model of disability (that is that society disables individuals, rather than their condition or impairment). In the UK, we therefore use the term disabled colleagues and customers, as opposed to colleagues or customers with a disability, but understand that terminology varies across our global estate. We also recognise that self-definition is important and appreciate that not everyone will identify or associate themselves with being disabled. With this in mind, we will continue to support all colleagues and customers who let us know that they have an impairment, a neurodiverse condition, a long-term health condition or other support needs.

This also means looking at how we capture, store and represent data about colleagues in our People systems and how we build in flexibility to enable us to adapt to future changes in legislation, culture and terminology.

Whilst, of course, some people do share common challenges and experiences – for example women are more likely to be in lower paid, part-time roles than men – this doesn't mean this is an exclusive experience for all women, or that all those experiences are viewed through the same lens or experienced in the same way.

This is also one of the reasons we have ten successful People Networks. Our People Networks help us to understand and respond to common challenges that some of our colleagues experience and to collectively challenge the status quo, whilst still recognising the intersectionality of individuals who are members of multiple networks.

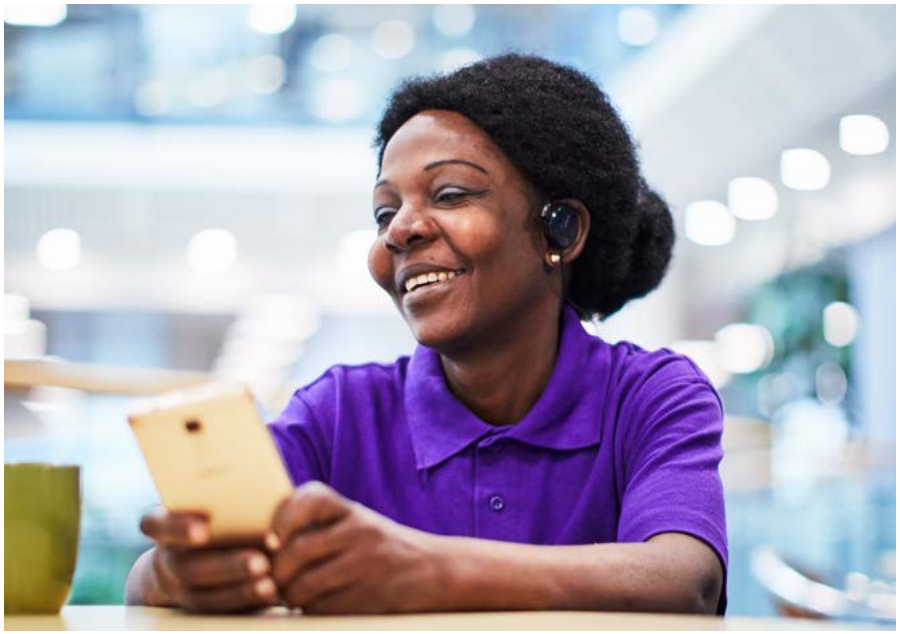
No prescriptive list

You can learn what inclusive language means. However, there isn't a prescriptive list of words or phrases that are acceptable or should be used. We provide our colleagues with a suite of educational resources that help them better understand how to communicate inclusively using language and terminology.

BT's approach to inclusive language is one that enables us to continually develop our knowledge, allowing us to remain alive to intersectionality and the unique experiences of our colleagues.

Partnering across our business to deliver inclusion

At BT we firmly believe that inclusion, accessibility and equality are everyone's business. That's why our Diversity and Inclusion Centre of Expertise partners with programme leads to create evidence-based interventions that really make a difference. Here are some examples of the work we're undertaking.



Customer-facing units

Consumer – embedding inclusive practice

Creating an environment where all our colleagues feel safe, included, and where everyone can thrive.

It's been a busy year for our Consumer CFU. We're taking bold steps in our approach to embedding inclusive practice to remove racial inequality. We've introduced a reverse mentoring scheme for senior leaders in our Consumer CFU, as well as launching a social learning group to enable access to learning and practical tools on inclusive leadership.

In BT Sport we've partnered with Frost Included to deliver Inclusive Broadcasting Workshops to our on-air and content production teams. The aim is to enable broadcasting and social media teams to build awareness and embed inclusive behaviours and cultures. Our ambition is to increase representation, diversity consciousness and inclusiveness in BT Sport's content output.

Our programme on inclusive recruitment includes: unconscious bias training, diverse interview panels, accessing our apprenticeship talent pipeline to fill vacancies, anonymised CVs, and using our improved colleague diversity data to assess for adverse impact throughout the recruitment process.

Inclusivity must be felt throughout the workplace. That's why we've recently undertaken a disability workplace assessment and introduced improved signage across our television studios. We've also undertaken a systematic review of the imagery used across our building, replacing these with pictures that better reflect our colleague diversity and the populations we serve.

In our Retail business unit, we've paid specific attention to gender equality, setting internal targets so that we achieve at least a 40% gender split across our roles. This supports our ambition to have diverse talent pipeline activity.

We've seen a marginal increase to date, up to a 34% gender split, and now have greater representation at Adviser, Store Manager and Regional Manager levels, with robust recruitment principles in place.

Partnering across our business to deliver inclusion/continued

Technology – inclusive leadership and diverse talent pipelines

Upskilling senior managers to lead inclusively. In the summer of 2020, we partnered with Green Park to provide senior managers with inclusive leadership training, focusing upon all the protected characteristics and with a clear call to action – create and monitor the progress of area specific diversity and inclusion plans that provide a consistent approach to inclusivity for colleagues and customers.

We delivered a positive action initiative to encourage the recruitment of highly skilled, female data scientists, holding a Data Science for All (DS4A) summit, showcasing the range of roles available in this specialism.

Partnering across industry. Our five-year STEM talent pipeline programme to attract young women in to STEM roles culminated in November 2002. During that period, we partnered with O2, Vodafone and Ericsson to provide nearly 200 young women in Leeds, London and Birmingham with mentoring and networking opportunities, focssing upon encouraging STEM as a career choice.

Internally, we're also improving visibility of all our D&I activity across Technology, to identify where there are synergies and remove areas of siloed working. This will enable us to replicate best practice across our division.

Enterprise – inclusive practice and upskilling colleagues

It's been a busy year in our Enterprise CFU, who commissioned Pearn Kandola to deliver Inclusive Recruitment training for over 300 hiring managers, prior to their involvement in the recruitment process. The sessions provided an overview of how unconscious bias operates and how to avoid bias through best practice interviewing.

As part of our commitment to race equality, eight senior leadership team (SLT) and 21 senior management team (SMT) members are actively involved in reverse mentoring, having received training to ensure a high quality, impactful experience.

In response to the tragic murder of George Floyd our Enterprise CFU developed and delivered enabling resources to SMT and People Manager populations to equip colleagues to hold meaningful conversations on race and ethnicity. These included A Guide to Inclusive Leadership and how to hold conversations on race and discrimination, Summary Terms and Concepts Relating to Race, Ethnicity and Discrimination and provided timely, relevant updates to our intranet pages so colleagues could easily access these resources. These interventions were supplemented by a leadership discussion on race and ethnicity, by John Amaechi.

A strong communication campaign throughout the year amplified and promoted other inclusion initiatives. Highlights included our National Inclusion Week "inclusivitea", an opportunity offered to colleagues to explore myths, assumptions and opinions and to learn more about colleagues' experiences, reaching over 15,000 views. We reached over 4,000 colleagues, who viewed our Diwali celebrations, and ran several local sessions promoting existing D&I resources and our People Networks.

Partnering across our business to deliver inclusion/continued

We recognise the value of our People Networks. So, in 2020 we sought to grow the number of Retail colleagues who were actively involved in one or more of our People Networks. We've already seen an increase, with 195 new People Network members and more planned promotion activity in the pipeline.

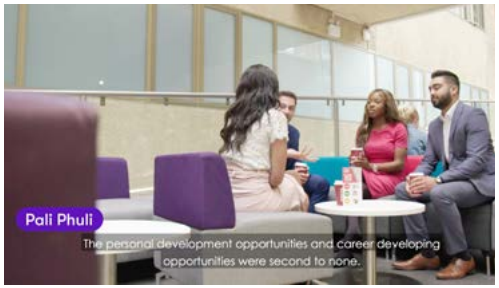
Over the last 12 months our Retail division has actively taken part in, led, and promoted a holistic calendar of diversity and inclusion events, ensuring that all our Retail colleagues had the opportunity to get involved and engage with immersive and engaging content. This includes, but is not exclusive to, LGBT History Month, Black History Month, International Women's Day and other celebratory days that our People Networks promote.

Central to the approach across all our Consumer CFUs is that we're engaging a critical mass of inclusion allies. Their active involvement enables us to create a more inclusive culture in Consumer for the future and ensures that inclusion is everyone's responsibility and something everyone can benefit from.

And, in our Digital business unit, we've established a D&I Guild and provided unconscious bias training for our hiring managers.

Developing diverse talent – apprenticeships

Diverse talent is our future. We're continuing to invest in talent and leadership development programmes to make sure we get the best people for the job, whoever they are and whatever their background.



Despite the challenges of the Coronavirus pandemic, resulting in lower apprenticeship numbers than in previous years, we are the UK's leading private sector employer of apprentices. This year, we took on almost 1,100 new apprentices (including c. 930 apprentices in digital and engineering roles), 17% of them women. In total we have over 3,500 apprentices on programmes with us.

In 2020, across BT and Openreach, we employed 1,095 new starters. Of these, 16.7% were women and 83.3% men. And 25.6% of apprentices come from areas with high indices of deprivation. Using data collected directly from the learner, we employed 11% Black, Asian and ethnic minority apprentices.

16.7%
women

25.6%
from areas with high indices of deprivation

Watch the video online
youtube.com/watch?v=9TgQGpC8PDk

Looking after each other and working together

Recognising the unprecedented challenge that this year has presented many of our colleagues with, we've hosted a series of masterclasses about coronavirus, delivered by our Wellbeing Team. Sessions focused on managing and responding to stress and anxiety whilst promoting the support that we offer all our colleagues. Working with partner organisations, we supported the delivery of @VirtualWork sessions to improve virtual communication, community and presence, reducing the virtual distance between our teams.

Partnering across our business to deliver inclusion/continued

Inclusive design

To achieve inclusive design you need to have genuine, meaningful engagement with real end users. Seeking to create more inclusive product and service design, we delivered online development sessions to help our colleagues embed the principles of inclusive design. These principles encourage the inclusion of as many different types of people as possible in the process so that variations in capabilities, needs, aspirations and operating environments are all represented.

This complements our Consumer Forum, enabling inclusive design to benefit both colleagues and customers.

We've been working in partnership with the Global Disability Innovation (GDI) Hub to develop an introductory training module on inclusive design. We want to give BT staff insight into what it is, its relevance to BT and how to embed inclusive design into our development work. Alongside the training module, an inclusive design steering group will be set up to define a range of inclusive design principles to help guide and assure internal initiatives as well as external products and services.

Working with Pride

We take pride in Pride. BT has a long history of supporting colleagues to take part in LGBTQ+ Pride parades. In 2020, despite the constraints of the coronavirus pandemic, we became gold sponsors of London Pride, demonstrating to colleagues and customers that we value and celebrate everyone's diversity. We held a suite of internal activities in the run-up to Pride, supported by our Pride People Network, including a panel discussion with senior leaders, Stonewall and London Pride representatives.

Watch the video online
youtube.com/watch?v=tz6M6MziLPU

Procurement thought leadership

Our Procurement and Supply Chain (P&SC) function has developed a comprehensive approach to implementing inclusion into its business-as-usual activity. Demonstrating its thought leadership, and aligned to the four pillars of our Ethnicity Rapid Action Plan (ERAP), P&SC has committed to:

- educating and empowering people within P&SC to champion diversity
- taking proactive steps to be more reflective of the customers and societies we serve
- driving equality of opportunity in our recruitment and promotion processes
- actively driving diversity and inclusivity in our supply base
- establishing strong links with external organisations specialising in developing and promoting minority businesses
- building transparency in our data, both internally and with our suppliers.

By partnering with MSD (Minority Supplier and Diversity), which works on promoting minority businesses, the team has accessed training programmes, corporate training days and meet-the-buyer events. The team has also been networking with other partner organisations based in the UK and USA.

Partnering across our business to deliver inclusion/continued

Talent acquisition

Collaboration is at the heart of inclusion. We recognise the importance of supporting diverse talent, especially at entry level. For the past four years we've supported an annual leadership programme delivered by the Aleto Foundation – a social mobility charity that provides employability-training for young talent from predominantly Black, African and ethnic minority backgrounds. This year we collaborated with Aleto to successfully deliver a virtual leadership programme to support approximately 100 delegates.

We remain committed to attracting and recruiting diverse talent. At the end of 2019/20, the diversity profile of our UK graduate intake across BT and Openreach showed that 38% of offers went to women and 29% went to graduates that identified as Black, Asian or from an ethnic minority background.

We're also **enhancing** our early careers policies and processes, so we're better placed to attract diverse talent.

38%

of offers went to women and 29% went to graduates that identified as Black, Asian or from an ethnic minority background

Digital accessibility

We've **strengthened** our approach to digital accessibility over the last 12 months, providing colleagues with a suite of development opportunities and training. Working in partnership with our Able2 People Network, our Digital Accessibility Team and Microsoft, and as part of our International Day of People with Disabilities activity, we've also delivered four online awareness sessions for colleagues to highlight the accessibility features in Microsoft products. These sessions focused on hearing and sight impairments, neurodiversity and wellbeing.

Global activity

D&I is an international challenge. That's why our Global CFU has started a significant D&I programme using a framework of accountable freedom to really accelerate the pace of change for equality. Its D&I philosophy and strategy are inclusive of all international colleagues – recognising the different local in-country customs, laws, cultures and needs. This approach ensures that the CFU leverages and engages the grassroots energy that drives much of the activity locally. This programme covers procurement, engagement, awareness and communication, marketing, and the rollout of a global People Data Campaign.

Partnering across our business to deliver inclusion/continued

Women in technology

95%

of those completing the course said they felt confident driving their career

Our TechWomen programme **continues** to help women in key commercial, operational and technical roles develop their careers – from those starting out to those further along the career path. Last year, 95% of those completing the course said they felt confident driving their career.

Watch the video online
youtube.com/watch?v=PmUJA0G4R0A

Ex-military recruitment

Openreach is one of the leading recruiters of ex-forces in the UK and BT has a long history of supporting military personnel. This year, Openreach ran 29 Transition Force workshops around the country, offering career advice and mentoring to help enable the transition from military to civilian life and to promote the opportunities that we have to offer members of the Armed Services. We've also mentored 61 people and hired six through our Military Cyber Security recruitment programme.

Watch the video online
youtube.com/watch?v=BOypDuBRW-Q

Future leaders

We're building the pipeline for senior roles through our Future Leaders programme. To help us drive diversity in our pipeline, we've set objectives to increase the number of women in senior roles. We also want 15% of our senior management to come from Black, Asian or other ethnic minority backgrounds by the end of 2020/21. We're at 10% (of those who declare their ethnicity).

Partnering across our business to deliver inclusion/continued

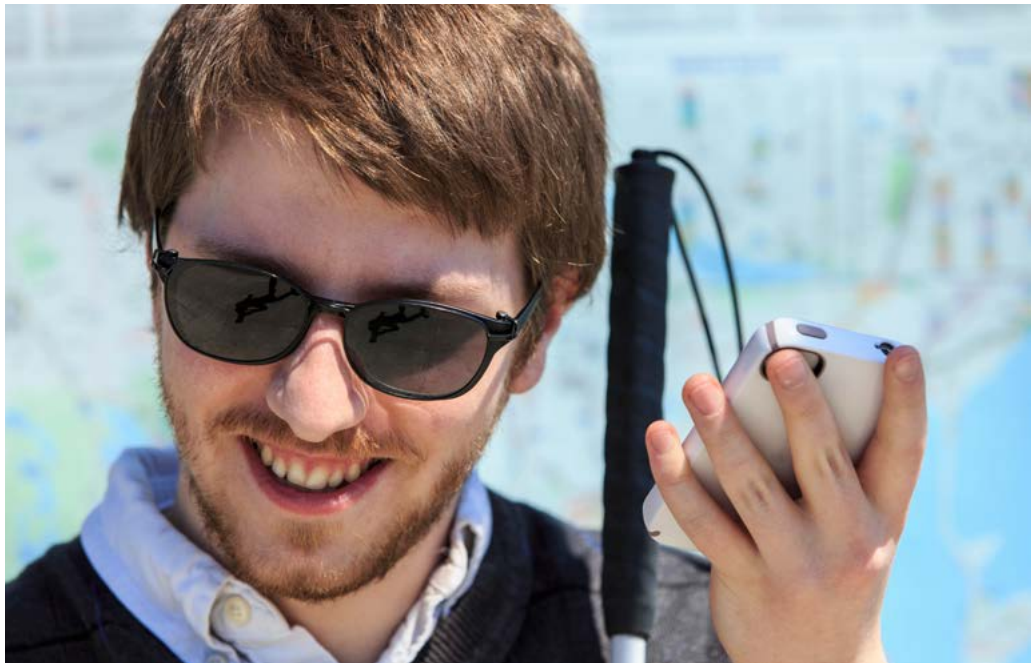
Customer focus

We know that working in isolation can limit the impact of our inclusion initiatives. That's why we are collaborating with teams across the business to ensure we broaden our reach and maximise positive impact.

Whilst this report is primarily focused on our inclusion activities with colleagues, we wanted to highlight some of the excellent work being undertaken by our customer-facing colleagues.

Including you

We now have a wealth of useful hints and tips to support customers (and colleagues) who have hearing or sight loss, speech and language impairments, mobility or manual dexterity issues and for those who may struggle to understand or use technology. These are all available on BT.com.



Accessibility, Inclusion and Disability (AID) ID group

We're stronger when we're united. We're working together to create a single view of BT's approach to vulnerability across all BT brands (BT, EE and Plusnet) and products. An umbrella steering group has been set up to coordinate, manage and drive a step change in our approach to understanding and better serving vulnerable customers and employees.

Aligned to regulatory guidelines and areas of risk, but working beyond minimum compliance, this group will identify gaps and prioritise issues within a managed framework for clear responsibilities, ownership and delivery.

This approach takes us beyond fixing issues and being merely compliant, enabling us to become a known brand for accessibility and responsiveness to vulnerability.

People Networks

Our People Networks, through their leadership and members, play a core part in the delivery of our D&I Inclusion strategy. Their voices, amplified through exposure and profile, allow us to better understand collective and individual lived experiences. They act as a collective employee voice, a collaborating partner in delivering our inclusion agenda and as peer support for all our colleagues. The networks are supported from the bottom, sponsored from the top and are central to empowering the voices of colleagues.

Our ten People Networks were refreshed in November 2019 with new governance and formal elections of new chairs. The networks have since been given a Network Maturity Framework to give consistency in their language and approach.

The framework focuses on five key pillars:

1. **Knowledge & Support**
2. **Change & Innovation**
3. **Subject Expertise**
4. **Communication & Engagement**
5. **Leadership Development**

All the networks have an executive sponsor, typically a representative from our Executive Committee. Each has clear roles and responsibilities as well as a dedicated budget that enables the delivery of their key priority areas.

Our People Networks are essential in helping achieve our company's ambitions to celebrate differences and to improve people's working lives. Each network is run by our people, for our people, with the mission of making BT a brilliant place to work for everyone.

Able2 Network
Supporting all BT people affected by disability or long-term health conditions.
Sponsor – Howard Watson

Armed Forces Network
Building on BT's proud tradition of supporting Armed Forces people.
Sponsor – Clive Selley

Carers Network
Aiming to connect and support people within the company who have caring responsibilities.
Sponsor – Alison Wilcox

Christian Network
Open to all colleagues, supporting Christians within BT, answering questions about the Christian faith and helping to make BT a better place to work.
Sponsor – Ed Petter

Ethnic Diversity Network
Helping to deliver BT's strategy of being the best place to work by supporting and engaging its workforce from diverse backgrounds.
Sponsor – Marc Allera

Pride Network
A network for LGBTQI+ people, allies and anyone who wants to support their LGBTQI+ colleagues and friends.
Sponsor – Rob Shuter

Gender Equality Network
Championing the value people from differing backgrounds bring to BT and supporting them in realising their full potential.
Sponsor – Simon Lowth/ Harmeen Mehta

Jewish Network
Providing a social and support network for like-minded individuals and promoting interfaith relations, as well as inclusivity through social action, volunteering and networking events.
Sponsor – Cathryn Ross

Muslim Network
Providing a platform to harness the talent of Muslims and our members across BT by connecting to our people, business and communities.
Sponsor – Bas Burger

Peer to Peer Network
Helping colleagues by offering to be available to talk – and listen – in confidence, to anyone who is looking for wellbeing support.
Sponsor – Richard Caddis

You can read more about our employees' stories, including members of the network, at The Insider's View.

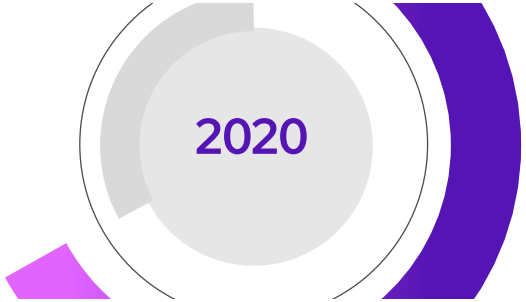
Taking rapid action

Highlights within this section

Ethnicity and Black inclusion

Our rapid action approach to progressing race equality.

Find out more page 28



Our Ethnicity Pay Gap Data

Realising the value of reporting in more granular detail.

Find out more page 32

What we are doing to address our gap

A busy year and still more to do.

Find out more page 35

Ethnicity and Black inclusion

Racial injustice has no place at BT. During 2020, and set within the context of the Black Lives Matter movement, we strengthened our existing commitment to tackling racial injustice.

We support positive change. On 21 June 2020, in response to a call to business leaders to back up their words of solidarity for the Black Lives Matter movement, BT, along with 27 other businesses, signed an open letter coordinated by Audelis and INvolve, which was published in *The Sunday Times*. The challenge of discrimination isn't simple or easy to fix and it requires the concerted and sustained efforts of business, educators and the community coming together for supercharged, evidence-based interventions that achieve real transformation and culture change. We'd already prioritised race equality as a focus area, having committed to Business in the Community's Race at Work Charter. However, we saw this open letter as an opportunity to accelerate efforts to embed race equality and do so in an open and transparent way, collaborating with Black colleagues, our Ethnic Diversity Network (EDN), the central D&I team of experts, and Black leaders across the business. Acknowledging that there is no quick fix to ending discrimination and systemic racism, we understand that what gets measured gets done. Signing the open letter was an obvious step for us to take, along with our commitment to report on the actions we've taken and the progress we've made to date.

We remain open and transparent about our approach and, whilst we've made great progress, we know we've much more to do.

Ethnicity Rapid Action Plan

We created our first Ethnicity Rapid Action Plan (ERAP) and associated workstreams to accelerate the pace of change. We also took measures to build transparency and accountability into the reporting framework.

We promised swift action, regular updates and maximum transparency against the following four commitments:

Educating and empowering our people: We've committed to developing and introducing a new programme of mandatory race awareness training for everyone in BT. This is a thought-provoking, immersive experience with interactive workshops, digital modules and local activation through team-based Let's Talk About Race sessions. Our colleagues are learning more about racism and its impact, building confidence about identifying and addressing non-inclusive behaviour, learning how to become an ally and championing a more inclusive BT.

Leading by example: We've developed a reverse mentoring programme which will give our Executive Committee and, in time, other senior leaders, the opportunity to be mentored by colleagues from a different ethnic background. The Executive Committee and the colleagues who are matched as mentors received training, with all members of the Executive Committee having now held their first reverse mentoring session. We'll continue to match our senior leadership team and to extend, where possible, to match our senior management teams.

Building transparency: To help us better understand our people, we launched the People Data Campaign. The completeness rates enabled us to undertake our first ethnicity pay gap, the outcome of which is shared in this report. This information will also inform updates of our D&I strategy and will give an accurate baseline from which we can measure our progress. We're planning to roll it out globally by country to make sure local regulations and cultures are respected.

Accelerating diversity within: We're creating a new, fast-stream for high-potential people from ethnic minority backgrounds. It will be fuelled by targeted recruitment within our graduate and apprenticeship intakes and our work with partners to help grow diverse talent pools. A member of our senior leadership team will personally mentor each individual as they progress through placements designed to build their career foundations. Furthermore, we will maintain this focus by ensuring we have diverse shortlists for every senior management role across the business. We've already held an assessor training pilot, sought participant feedback and launched the attraction and recruitment campaign.

Ethnicity remains at the heart of our ERAP, but it has brought a new level of energy and focus to the whole of our D&I agenda. It will bring about lasting, meaningful change and a culture where everyone can be their best.

Collaborating for change

It's important for us to recognise that our Ethnic Diversity People Network played a significant contribution to the development and shape of our ERAP. You can read more about our collaboration in this case study.

Ethnicity and Black Inclusion/continued

ERAP activities case study

1 Accelerating diversity within

Supporting BT's partnership with the Aleto Foundation, to co-deliver a three-day virtual leadership programme for 100 UK graduates from Black and ethnic minority backgrounds.

Hosting a roundtable conversation on the need to improve the volume of diverse talent within BT, culminating in a four-year extension of the Aleto partnership.

EDN Committee members continue to informally mentor and provide support and advice to Black and ethnic minority colleagues throughout the year.

2 Educating and empowering our people

Created a series of videos under the campaign header #letsgetuncomfortable where colleagues shared their experiences of subtle racism and micro-aggressions, to educate colleagues and open conversations about race and ethnicity.

This included a closed, facilitated session with Alison Wilcox, BT's Group HR Director for colleagues to share their experiences of micro-aggressions and racism.

We actively collaborated and supported senior leaders by giving our feedback on the ITT process for the ERAP mandatory race training. This included being part of the pilot training workshop and providing our feedback, so that it could be incorporated into the final version of the training.

Arranged eight different events to celebrate Black History Month and successfully raised funds for the ACLT charity, promoting the awareness of organ donations and blood donations.

3 Leading by example

Supported the reverse mentoring programme, by creating videos about the programme as well as reviewing and providing feedback to senior leaders about the application process, colleague communications and selection process.

Hosted a Black Lives Matter open conversation with the chief executive and senior leaders.

Worked together with Colleague Board and BT Americas colleagues and supported the set-up of the EDN Americas chapter.

Supported ethnically diverse colleagues through Covid-19 and Black Lives Matter by hosting bi-weekly EDN virtual lunches with a range of guest speakers, collaborating with our group diversity and inclusion team to create wellbeing materials to support BT colleagues' mental health.

Collaborated with BT's People Networks and made a number of recommendations, all of which were approved, for change to the social media policy to ensure inappropriate and offensive comments were quickly and robustly dealt with.

4 Building transparency

Supported BT's People Data Campaign, #thisisme, with a sub-campaign, #IDeclareBecause, encouraging colleagues to share a personal video message on the importance of declaring diversity information. BT saw a +14% increase in colleagues sharing their ethnicity data with the business and as a result of this improved data BT was able to undertake its first ethnicity pay gap report.

#thisisme

Ethnic Diversity Network case study

Collaborating influencing & collective colleague voice

Context – In the wake of the murder of George Floyd, BT's EDN had hundreds of colleagues reach out to them for support. EDN, and its members, collaborated with the business to help shape, influence and speed up the pace of racial equality, in particular supporting the development of BT's Ethnicity Rapid Action Plan (ERAP). Over the course of the year the EDN has supported the delivery of a number of ERAP activities.

Impact –

- Amplification of collective colleague voice.
- Collaborative approach to enable meaningful, positive change.
- Accelerating the pace of racial equality through the sharing of colleague experience and business openness and readiness for change.
- Strengthening the existing relationship between colleagues and the business.
- People Networks influencing key business decisions.

Ethnicity Pay Gap Report

The success of our People Data Campaign, which provides increased and more accurate data on our colleagues, has enabled us to prepare our first Ethnicity Pay Gap (EPG) report.

This is entirely voluntary. Unlike gender pay gap reporting, UK organisations are not yet legally required to publish their ethnicity pay gap. BT has decided to publish it this year as part of our Ethnicity Rapid Action Plan, with the aim of increasing transparency and continuing to build an open, inclusive culture that celebrates and promotes D&I.

Publishing our ethnicity pay gap data is a significant step in understanding the diversity at all levels of our business. It also helps us identify the tactical and strategic action we need to take to improve diversity within BT.

We've undertaken and reported on our first ethnicity pay gap. Whilst we know there is some value in reporting our overall EPG figure[1], we feel that this value is limited. We're no longer using the term BAME (Black, Asian, Minority Ethnic) in our communication and reporting, as we feel it's inappropriate to categorise all ethnic minority colleagues into a single homogenous collective and we know that doing so can mask an individual's or group's experiences. So, in collaboration with our EDN, we've chosen to report our EPG in more granular detail. This approach shows how our pay gaps look across each of the ethnic groups[2].

We believe there is greater value in moving away from binary reporting, to one which is nuanced and provides greater insights.

We calculated our 2020 ethnicity pay gap using the same methodology set out for the gender pay gap and the same data set (snapshot date at 5 April 2020).

Ethnicity representation

We have ethnicity information for 76.6% of our UK colleagues, captured at the snapshot date (5 April 2020). Whilst these figures are encouraging, we need to do more work to engage with all our colleagues across BT so that we're closer to a 100% disclosure in the future.

Not every colleague is comfortable to share their diversity information with us. In our trend analysis, for example, we observed a lower rate of disclosure in the non-management, frontline population, and we must do more to increase confidence levels around data privacy and confidentiality to decrease the number of those who choose the 'prefer not to say' questionnaire option.

We also know that we have some system challenges which make it hard for colleagues to directly input their diversity data. So, as we move forward, we'll make every effort to ensure all colleagues can do this easily.

Current representation by ethnicity[3]

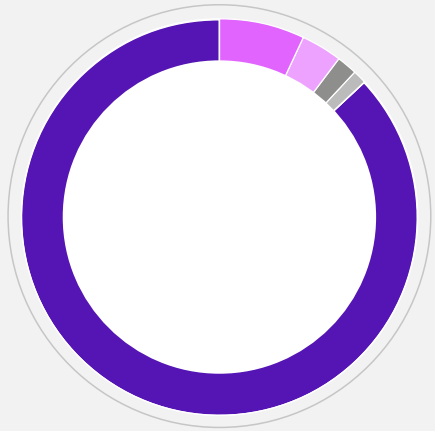
This representation by ethnicity quite closely reflects the latest UK Census data[4].

To understand the context of our pay gap data, it's important to first look at BT's current overall representation and ethnicity group breakdown.

Based on the data disclosed as of 31 August and using the gender pay gap 2020 headcount, we have the following representation:

In total, 13.3% of our colleagues who declared their ethnicity are Asian, Black, mixed/multiple, or other ethnic minority, which is a similar proportion to the latest UK census (ONS census).

Of which, 7% are Asian, 3.4% are Black, 1.7% are Mixed, and 1.2% are other ethnicity.



Asian	7.0%
Other ethnicity	1.2%
Black	3.4%
White	86.7%
Mixed	1.7%

As roughly a quarter of our UK colleagues' ethnicity is unknown, the accuracy of the analysis and conclusions that can be drawn this year are limited. We would expect, as our disclosure rates change over the years, this will result in variability of the data from year to year. Still, we are encouraged by what the data have revealed.

1 As of the snapshot date of 5 April 2020, our median ethnicity pay gap is -1.3%, lower than the UK average of 2.3% (ONS 2019).
2 We're using the Office for National Statistics' (ONS) ethnicity categories.
3 ONS Census 2011 showed White: 86%, Asian: 7.5%, Black: 3.3%, Mixed/multiple: 2.2%, Other: 1%.
4 Numbers as at 5 April 2020.

Our ethnicity pay gap data

Our mean Ethnicity Pay Gap shows the difference in average pay between Black, Asian, mixed and other ethnic colleagues and their White colleagues. This is different to equal pay which compares the pay of White colleagues doing the same roles at the same level as Black, Asian and ethnic minority colleagues. Across BT, employees are paid equally for doing the same work at the same level.

For each pay and bonus gap, we have presented data comparing our Black, Asian, mixed and other ethnic groups with White colleagues. This level of granularity helps us to better understand and address any gaps or lower representation of ethnic groups in different areas of the business. All analyses are based on only those colleagues who have declared their ethnicity (i.e. excluding non-respondents or those who would prefer not to say).

The language we use in this report

Mean

The mean is what is commonly described as the average.
It is the result of adding together the pay or bonuses of employees and then dividing by the number of employees.

Median

The median is the middle value of all hourly rates when ranked by value.
It is the amount paid to the employee in the middle of the list, if employees are listed in order of pay or bonus.

Which is more meaningful?
The median. The advantage of looking at the median is that it is less affected by numbers at the top end of the pay range, such as the earnings of a small number of senior executives.

Why report both mean and median?

Whilst both figures are valid measures of central tendency, the median is a better measure to consider when the data being examined is not normally distributed. Unlike the mean, it is not influenced by outliers at the top and bottom of the distribution.

Our ethnicity pay gap data/continued

Ethnicity pay gap

The pay gap analysis shows varying levels of gaps across the different ethnic groups. A contributing factor to this is the distribution of our workforce in different types of jobs and at different levels of seniority.

Although the gaps are relatively low, there are slightly higher pay gaps in favour of White colleagues when compared with mixed/multiple colleagues (median only) and Black colleagues (mean only), and in favour of other ethnic colleagues (both median and mean) when compared with White colleagues.

Looking into some of these larger gaps in more detail, we observe that we have a low representation of Black colleagues in management and senior leadership roles. This has an impact on their mean pay level. Conversely, we have a higher proportion of other ethnic colleagues in management roles when compared with White colleagues, resulting in both their median and mean pay level being higher than that of White colleagues.

Our EPG data provides a starting point for us to dig deeper and gain insights into our workforce, however it's important to recognise that the ethnicity of a quarter of our colleagues is unknown. As declaration rates change, the gaps could change year on year.

Key

- Median
- Mean

Asian/Asian British[2]

-2.9% Median

-1.2% Mean

Mixed/Multiple ethnic groups[4]

7.7% Median

0.4% Mean

Black/African/Caribbean/ Black British[3]

-0.7% Median

5.7% Mean

Other Ethnic Group[5]

-13.4% Median

-6.4% Mean

[2] Asian colleagues refers to: Asian – British, Indian, Pakistani, Bangladeshi, Chinese, and Any other Asian background.
[3] Black colleagues refers to: Black – British, African, Caribbean, and Any other Black background.
[4] Mixed/multiple ethnic groups refers to: White and Black Caribbean, White and Black African, White and Asian, and Any other mixed/multiple ethnic background.
[5] Other ethnic minority group refers to: Middle Eastern or North African, mixed/multiple ethnic groups, Other ethnic group.

Our ethnicity pay gap data/continued

Ethnicity bonus gap

Similar to pay, the bonus gaps, when broken down by ethnic group, show a mixed picture:

The bonus gaps of Asian, mixed/multiple and other ethnic colleagues are very low and negative, meaning that their median and mean bonus levels are broadly similar to or higher than that of White colleagues.

However, there is a sizeable bonus gap, at both median and mean, in favour of White colleagues when compared with Black colleagues. Additionally, a lower proportion of Black colleagues received a bonus.

There are multiple factors that contribute to our bonus gap. For example, when we look at the distribution of colleagues amongst manager and/non-manager roles and their respective terms and conditions, a higher proportion of Black colleagues are employed on legacy terms and conditions in our non-manager roles when compared with other ethnic groups. Those legacy terms and conditions ensure a competitive pay level and set of conditions, but do not include regular bonus payments. This explains why there is a bonus gap for our Black colleagues and a lower proportion receiving a bonus, but a much lower gap on pay.

Colleagues on these legacy terms and conditions may still receive recognition awards through vouchers. These are included as bonus payments for the purpose of the bonus gap calculation[1]. However, the recognition awards would be considerably lower than a regular bonus payment.

In addition, the lower proportion of Black colleagues in management roles and particularly in senior leadership roles, would also contribute to a lower average bonus compared to other ethnic groups.

It's also important to note the relative size of the comparison groups. For example, we are comparing the data points derived from the bonuses of approximately 1,500 Black colleagues with the bonuses of approximately 43,000 White colleagues.

[1] in accordance with the regulations set out for gender pay gap reporting.

Key

- Median
- Mean

Asian/Asian British[2]

-12.2% Median

-5.3% Mean

Mixed/multiple ethnic groups[4]

-3.9% Median

0.8% Mean

Black/African/Caribbean/Black British[3]

50.4% Median

31.8% Mean

Other ethnic minority[5]

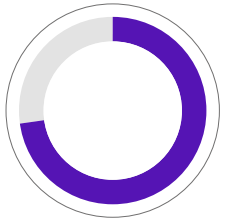
-6.8% Median

0.2% Mean

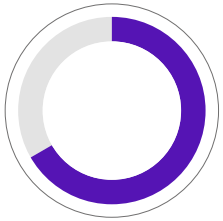
Our ethnicity pay gap data/continued

Colleagues receiving a bonus

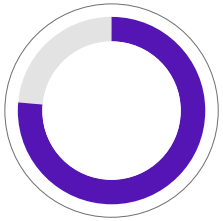
72.8%
Asian/
Asian British



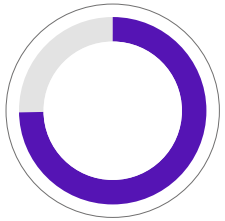
66.8%
Black/African/
Caribbean/Black
British



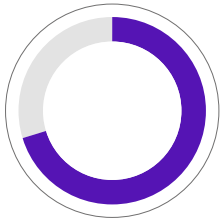
76.5%
White and
White other[1]



74.9%
Mixed/multiple
ethnic groups



70.5%
Other ethnic
group



Whilst our ethnicity pay gap figures are low, they do highlight the importance of examining each ethnic group individually to identify any negative trends so that we can take swift action to address higher pay or bonus gaps.

[1] White colleagues refers to: English, Welsh, Scottish, Northern Irish or British, Irish, Gypsy or Irish Traveller and any other White background.

See page 33 (footnote) for definitions of all other ethnic groups.

What we're doing to address the gap – our interventions

Whilst our ethnicity pay and bonus gaps are mostly low, notwithstanding the exceptions noted, they do highlight the importance of examining each gap individually to get a better understanding of our workforce distribution and the factors that contribute to each gap. Analysing and reporting the gaps in this way provides us with a better understanding of the precise actions we need to take to reduce any pay gap.

We know we have more work to do and know that in an organisation of our size, any changes in our workforce demographic might not reflect in the pay gap figures in the short term, but over the course of several years.

We've already committed to undertake a deeper analysis next year, in our second EPG, to help us further understand the experiences of our colleagues and we'll continue to be deliberate and unapologetic in our approach and in our actions to reduce any pay gap.

Diverse talent

Highlights within this section

About us

Continuing to prioritise gender equality as we connect for good.

Find out more page 38

Our 2020 pay gap

A look at our pay gap data and how this data is collected and analysed.

Find out more page 42

Understanding our gap

Why our gap exists and understanding colleagues' experiences.

Find out more page 49

Foreword

At BT, we're not only committed to removing any gender pay gap, but we're proactively accelerating the pace on how we achieve this.

Across our business, our Diversity and Inclusion Team are partnering with workstream leads to ensure that our gender equality inclusion interventions are evidence based and are implemented in ways which have the broadest reach and widest impact.

This is our fourth Gender Pay Gap report and I'm pleased that our 5% median pay gap is significantly lower than the telecommunications industry (11.6%) and the UK (15.5%)* averages. However, it's still a gap that we need to close and so we are continuing to double our efforts to see this reduce over the next few years.

We know we have some work to do and recognise that this isn't going to be without challenge. In an organisation of our size, any changes in our workforce demographic might not reflect in the pay gap figures in the short term, but over the course of several years.

In this Gender Pay Gap report we've highlighted some of the excellent initiatives that are taking place across our business to drive gender equality.

Statutory declaration

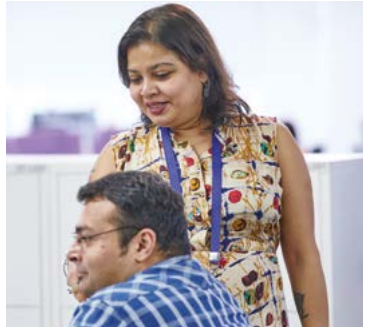
I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Alison Wilcox
Group HR Director

* ONS provisional figures for 2020 indicate an 11.6% median pay gap for the telecommunications industry and a 15.5% median pay gap at UK national level.

About us

We're one of the world's leading communications services companies, providing solutions for our customers in over 180 countries. Our main activities are the provision of fixed-line services, broadband, mobile, TV and network services. We sell communications and IT services to around 1.2 million businesses and public sector organisations in the UK and Republic of Ireland and provide network products and services to more than 1,400 communications providers (CPs) operating in the UK.



About this data

1. 2020 data scoping: Our report combines data from our legal entities across the UK that have 250 or more colleagues. This includes 82,872* colleagues across four entities: BT Plc, EE, Openreach and Plusnet, of which 24%** are women. The four legal entities' gender pay gap figures are reported in the disclosures section of the report.

Like many companies in the technology industry, BT has fewer women than men at all levels of the organisation. This is a common trend in this sector which attracts a higher proportion of men, notably in specialist and engineering roles.

2. Changes in 2019: Openreach separated from BT Plc. As a result, only the bonuses paid to Openreach colleagues from the date of separation could be included in last year's Gender Pay Gap report. This represented only one-half of the year and excludes the corporate bonus paid in June and accordingly had a significant impact on the group-level 2019 bonus gap figures as well as Openreach bonus gap figures. This means that we cannot make a direct comparison between our 2019 and 2020 full-year bonus gap figures.

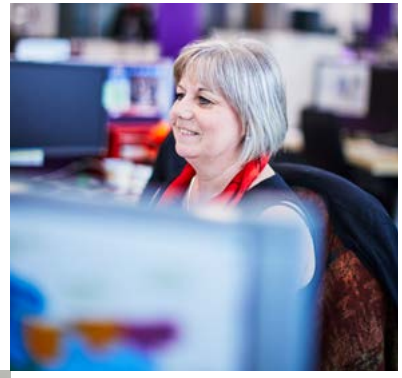
Broadening gender equality

We know that we must broaden the scope for gender equality – removing binary definitions, ensuring that all genders are represented in our workforce, breaking down gender stereotypes in order to create workplace environments where all our colleagues can thrive. Our Gender Equality Network (GEN), one of our ten People Networks, partners across the business to support our gender equality interventions, helping us to connect with colleagues and providing engagement opportunities that help us better understand the issues that our colleagues face.

You can read more about GEN's collaboration with the business on the next page.

* The BT Group combined data includes five executives contracted to BT Group plc.
** As of the snap shot date.

About us/continued



Broadening the scope of gender equality – partnering with our Gender Equality Network

The issue – Gender equality is all too often thought of as an issue affecting only women. The Gender Equality Network, supported by the business, used International Men's Day to highlight that gender equality affects all genders and to start a discussion about flexible working and caring responsibilities for men, men's health and breaking cultural stereotypes of masculinity.

What we did – In supporting the business to achieve a balanced workforce that reflects all aspects of the diverse societies in which we operate, we held a group-wide, open-to-all online event that explored the question "What Does It Mean To Be A Man In 2020?". This event encouraged the exploration of gender as a social construct, the negative impacts of gender stereotypes and the importance of gender equality allies.

The panel included speakers from The Good Lad Initiative and Music Football Fatherhood as well as representatives from BT's Pride, Armed Forces, Carers and Ethnic Diversity Networks.

The impact

- Over 400 colleagues joined the event, resulting in thought-provoking, unique insights into the experiences of men in the workplace.
- Myth-busting conversations encouraged participants to discuss subjects that were often felt 'taboo'.
- Greater openness and awareness about men's health and access to support.
- Commitment from the business to run this event on an annual basis.

Gender in focus – how we're closing our gap

TechWomen

Our TechWomen programme continues to help women in key commercial, operational and technical roles develop their careers – from those starting out to those further along the career path. Last year, 95% of those completing the course said they felt confident driving their career.

After listening to feedback from women on the programme, we realised that people need different types of support at various stages of their career. So, we split the course into two streams; one for those who are just starting their careers, and another for those who are further along the career path. By the end of March 2020 almost **1,700 women had completed** or were progressing towards completion of the programme.

Tech Talent Charter

We continue to be signatories of the Tech Talent Charter and are **committed to increasing inclusion** and diversity within our tech workforce by collaborating with other signatories to share and learn from best practice examples.

Skills for Tomorrow

By 2026 we'll **empower ten million people** by helping them gain the skills they need to flourish in the digital world, inspiring confidence, enhancing understanding, unlocking potential and reducing inequality.

We're partnering with some of the UK's leading digital skills organisations to offer everyone **free access to the resources** that work for them. Our Skills for Tomorrow online portal covers everything from getting started and staying safe online, to digital skills for working lives. We're helping to equip children for a digital world so that they can reach their potential through the Barefoot Computing programme.

As **families, businesses and communities** across the UK feel the devastating impacts of coronavirus, we've been creating new resources to help with home schooling, offering guidance and training for jobseekers and the vulnerable, and providing vital support so that young people and job seekers can thrive in a digital world and step up to future jobs.

10m

People reached by March 2026

STEM returners

We continue our focus on **Science, Technology, Engineering** and **Maths** (STEM) returners, as we have since 2016 when we began piloting a 13-week placement for people who had previously worked in STEM careers and wanted to get back into the sector. The programme helps build confidence and refresh skills. Since we started piloting the scheme, we've helped many women get back into our sector and we're increasing the number of placements we offer.

Programmes for graduates

We're in the final year of a five-year partnership with Step into STEM. As part of this, **we joined forces with Girls Talk London,** which offers career development advice and mentoring to young women. Every year since the partnership began we've worked with **ten female sixth form students** who are interested in a career in STEM. A one-to-one mentor from BT supports a student as they apply to university. During the five years we've been supporting this initiative we've mentored **50 young women** who have gone on to apply for degrees in STEM subjects.

We're in our fourth year of working with the Institution of Engineering and Technology's (IET) Diamond Jubilee Scholarship Programme, which gives financial and practical support to 75 of the UK's brightest engineering and technology students. The programme encourages female participation by guaranteeing at least half of the places to female students.

Pauline Narvas
Digital Engineering Graduate and Code First Girls mentor

International Women's Day

Using **International Women's Day** (IWD) as an opportunity to focus our attention on intersectionality, we held a panellist discussion titled, 'It's more than gender; how our other identities shape our experiences'.

The event included prominent speakers, including **Fara Williams** — footballer on the England National Team, **Helen Scott** — BBC Essex Presenter, **Moira Thompson-Oliver** — BT Human and Digital Rights lead, **Pauline Narvas** — Digital Engineering Graduate and Code First Girls mentor, and **Jennifer Opal** — BT Engineering Graduate and nominee for the Rising Star Award at the Black Tech Achievement Awards 2020.

The event was chaired by **Jackie Beer,** BT's Group Diversity and Inclusion Director. A suite of educational resources, made available to all colleagues, was produced as part of IWD.

Our 2020 pay gap

To us, the reporting of our gender pay gap is more than a legal requirement. Sharing our data allows us to track our progress in an open and transparent manner. We're able to learn from other companies (as they will from us) the additional steps we can take to help us close our pay gap between men and women.

As per the regulations, the pay gaps and quartiles figures are based on the pay data on the snapshot date of 5 April 2020. The bonus gaps and participation figures are based on bonuses paid over the 12 months prior to the snapshot date.*

As a reminder, the gender pay gap is not the same as equal pay.

* The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

The language we use in this report

Mean

The mean is what is commonly described as the average.
It involves adding together the pay or bonuses of employees and then dividing by the number of employees.

Median

The median is the middle value of all hourly rates when ranked.
That is the amount paid to the employee in the middle of the list, if employees are listed in order of pay or bonus.

The advantage of looking at the median is that it's less affected by numbers at the top end of the pay range, such as the earnings of a small number of senior executives.

The gender pay gap is calculated as the difference between average *(mean or median)* hourly earnings excluding overtime of men and women as a proportion of men's average hourly earnings.

Why report both mean and median?

We're using both figures because they give us slightly different insights into the distribution of our pay and bonus data, and regulations require us to report on both.

Our 2020 pay gap

Pay figures

Our pay gaps and quartiles figures are very similar to previous years. This is not surprising given the size of our UK colleague base, where interventions could take more than one year to impact our statistics. The low figures are reassuring but we are not complacent.

Our median pay gap has marginally increased from **4.8% to 5%** compared with the previous year but is stable when compared with our position in 2018. The mean pay gap has also marginally increased from **4.7% to 4.9%** but shows a decrease when compared with our position in 2018.

Key

- Median
- Mean

Gender Pay Gap
Overall Median

2020

5.0%

2019: 4.8%
2018: 5.0%

Gender Pay Gap
Overall Mean

2020

4.9%

2019: 4.7%
2018: 5.9%

Quartiles

The pay quartiles figures show the proportion of men and women in each pay quartile.

To work out the number of males and females in each 'quartile', the total number of employees are ranked by hourly pay rate. Then the list is divided into four 'quartiles', with an equal number of employees in each (i.e. 25% of the total population). We then calculate the proportion of male and female employees in each quartile pay band.

This information is helpful as it gives a picture of the distribution of male and female employees at each level within the organisation.

As in the previous year, there's a lower proportion of women in the lower middle quartile, which reflects the low representation of women in technical and engineering roles; roles that are mostly occupied by men. There's also a higher proportion of women in the lower quartile, which reflects their higher representation in administrative and contact centre roles.

Proportion in each pay quartile

Upper	Men %	Women %
2020	**77.2**	**22.8**
2019	77.8	22.2
2018	77.3	22.7

Upper middle	Men %	Women %
2020	**78.6**	**21.4**
2019	78.1	21.9
2018	76.9	23.1

Lower middle	Men %	Women %
2020	**84.6**	**15.4**
2019	83.5	16.5
2018	84.0	16.0

Lower	Men %	Women %
2020	**64.6**	**35.4**
2019	66.2	33.8
2018	64.7	35.3

Our 2020 pay gap/continued

Bonus figures

Key

- Median
- Mean

The bonus gap calculation involves identifying the total bonus paid to each employee in the 12 months before the snapshot date.

The definition of bonus includes shares and share options as well as cash bonuses and commissions and other performance, incentive, and recognition awards paid over 12 months.

Our bonus gaps show a higher variation year on year with a higher median gap at **12%** *(+33.5)* and a lower mean gap at **3.4%** *(-5.5)*. The variation this year is mostly due to the anomaly in 2019's reporting where only half a year of bonuses in Openreach were included, from the legal entity transfer date of October through March. This has also impacted the proportion of men and women receiving a bonus.

For reference, the median 2019 bonus gap including all Openreach bonuses was 11.2%, so on a like-for-like basis, this figure has increased by just 0.8%.

To isolate the impact of part-time workers on bonus payments and gaps, we have also simulated the bonus gaps based on full-time adjusted bonuses. The median and mean gaps are smaller and respectively 3% and -0.77%. More of our women work part time which impacts these figures. Part-time and flexible working are key initiatives at BT and we aim to foster inclusion by helping all of our colleagues to define a work-life balance which suits them and their individual life circumstances.

The proportion of both men and women receiving a bonus has increased this year for two reasons. Firstly, it includes the full-year bonus awards for Openreach, and secondly there is an increase in the use of vouchers as recognition awards. Overall, a higher proportion of women receive a bonus, as in previous years.

Gender Bonus Gap
Overall Median

12.0%

2019: -21.5%
2018: -7.9%

Gender Bonus Gap
Overall Mean

3.4%

2019: 8.9%
2018: 5.9%

Proportion receiving a bonus 2020

Men	75.6%
Women	78.7%

Our 2020 pay gap/continued

British Telecommunications plc

38,189 colleagues

Pay gap

Median	Mean
2020	2020
11.7%	11.5%
2019: 12.1% 2018: -4.2%	2019: 11.5% 2018: -2.2%

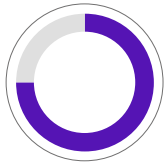
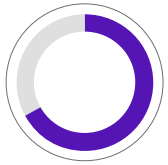
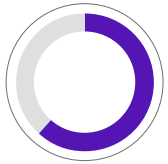
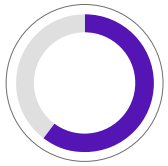
Bonus gap

Median	Mean
2020	2020
27.3%	25.6%
2019: 27.0% 2018: -30.7%	2019: 27.1% 2018: -4.8%

Pay quartiles

- Men
- Women

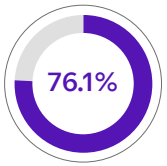
	Men	Women
Upper	75.0%	25.0%
Upper middle	75.2%	24.8%
Lower middle	61.7%	38.3%
Lower	60.5%	39.5%

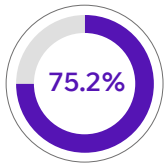
Proportion receiving a bonus

2020

Men



Women



Our 2020 pay gap/continued

EE Limited

9,813 colleagues

Pay gap

Median	Mean
2020	2020
3.4%	7.0%
2019: 5.8% 2018: 5.6%	2019: 8.2% 2018: 9.2%

Bonus gap

Median	Mean
2020	2020
32.6%	32.5%
2019: 30.7% 2018: 32.5%	2019: 32.1% 2018: 31.5%

Pay quartiles

● Men
○ Women

	Men	Women
Upper	62.5%	37.5%
Upper middle	58.1%	41.9%
Lower middle	55.1%	44.9%
Lower	47.7%	52.3%

Proportion receiving a bonus

2020	Men	Women
	95.6%	93.9%

Our 2020 pay gap/continued

Openreach Limited

33,988 colleagues

Pay gap

Median	Mean
2020	2020
-20.2%	-14.2%
2019: -21.3% 2018: n/a	2019: -16.5% 2018: n/a

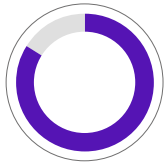
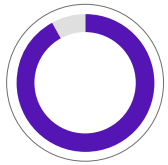
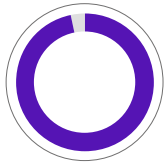
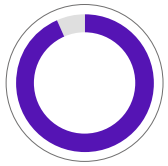
Bonus gap

Median	Mean
2020	2020
12.7%	-62.0%
2019: 90.0% 2018: n/a	2019: 42.8% 2018: n/a

Pay quartiles

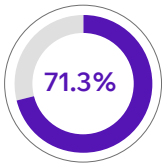
● Men
○ Women

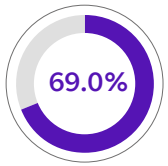
	Men	Women
Upper	83.9%	16.1%
Upper middle	92.0%	8.0%
Lower middle	96.5%	3.5%
Lower	93.4%	6.6%

Proportion receiving a bonus

2020	Men	Women
	71.3%	69.0%





Our 2020 pay gap/continued

Plusnet plc

877 colleagues

Pay gap

Median	Mean
2020	2020
0.2%	1.2%
2019: -4.7% 2018: -6.3%	2019: -1.7% 2018: -1.5%

Bonus gap

Median	Mean
2020	2020
-32.6%	17.2%
2019: 7.8% 2018: 12.3%	2019: 12.3% 2018: 19.4%

Pay quartiles

● Men
○ Women

	Men	Women
Upper	72.1%	27.9%
Upper middle	73.5%	26.5%
Lower middle	77.2%	22.8%
Lower	67.7%	32.3%

Proportion receiving a bonus

2020	Men	Women
	82.3%	79.0%

Understanding our gap

Although low, our gender pay gap exists. Like many organisations in our sector, we have a low representation of women across all levels of our organisation, but particularly in technical specialist roles where they are significantly under-represented. This reflects a societal issue in the technology sector which attracts fewer women from the start of their career. Women are also less represented in senior leadership positions, which typically pay more. These are factors that contribute to our pay gap.

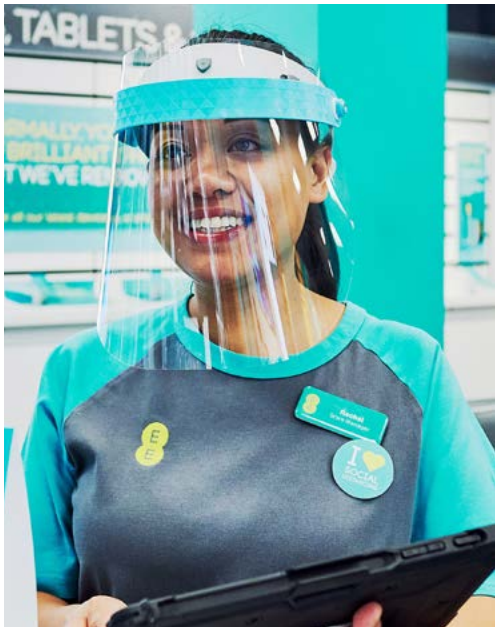
With a 5% median pay gap, our pay gap is significantly lower than the telecommunications industry (11.6%) and the UK (15.5%)* averages. Whilst we're pleased to have such a low gender pay gap, we also know that this means we have to double our efforts to see this reduce over the next few years.

This isn't going to be without challenge and may mean that any changes to the diversity of our workforce might not reflect in the pay gap figures in the short term, but over the course of several years.

*2020 ONS provisional figures

Understanding our gap/continued

We're all different



We know that no one person is defined solely by one characteristic. That's why we undertook our People Data Campaign, to better understand the demographics of our workforce. During 2021, we'll continue to use this improved suite of data to conduct an evidence-based analysis of experiences across the colleague lifecycle.

This means we'll also be able to look at intersectionality between gender and other protected characteristics; age, sexual orientation, marital status, disability, religion, ethnicity, and pregnancy, for example. Our aim is simple: we want to make sure our plans are designed for the different experiences women have, because our identities are about more than gender.

Our people must reflect the diversity of our customers. And we know that the variety of experience, culture and background that people from different walks of life bring with them make us a more creative and innovative company. That's why we'll look to replicate our People Data Campaign in our global locations.

What's next?

Coronavirus has changed the workplace landscape. We know that with the introduction of remote working, many colleagues have delicately balanced their personal and work commitments.

We're aware that for some this has proved an additional challenge, one which we know may have an adverse impact on women. We'll continue our research-driven approach as we know it's crucial to base everything we do in D&I on evidence, but we'll also ensure that our colleagues' voices are heard and that we understand how we can best support each one.

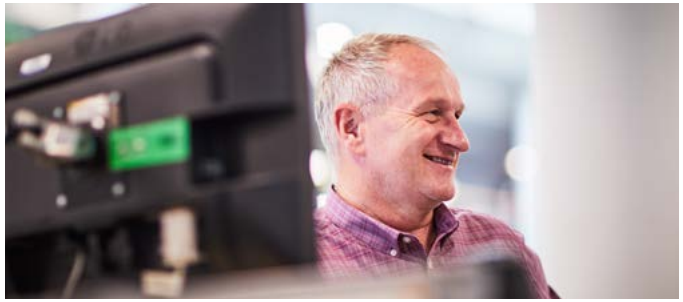
Broader interventions

Highlights within this section

Looking ahead

A busy and progressive year but more work to do.

Find out more page 52



Disability Rapid Action Plan

Delivering against our Valuable 500 commitment and focusing on disability equality.

Find out more page 53

Peer 2 Peer global rollout

Supporting our colleagues globally, encouraging allies and communicating locally.

Find out more page 54

Looking ahead

We're broadly pleased with the progress we've made against our inclusion commitments and against our diversity targets. Our gender and ethnicity pay gaps are lower than the industry average and our leaders and our colleagues remain wholly committed to delivering evidence and research-based interventions that provide long-term, sustainable, transformational culture and inclusion change. We'll continue to leverage the increased engagement and momentum that the last year has brought.

There's plenty to look forward to. We're excited about the breadth and depth of the interventions that we'll deliver in 2021 and beyond. Some will be a build on our existing activity. For example, taking action to increase diversity data completeness through our People Data Campaign. And some, like our Disability Rapid Action Plan, will provide the additional focus and resource that's needed to accelerate the pace of progress and achieve better outcomes for all our people.

People Data Campaign

UK repeat and global rollout

We undertook a review of our UK People Data Campaign and have already communicated our results and set up a new data sharing framework for the business. Using the learnings from this project, we'll undertake a scoping and design activity to assess the viability and timescales of delivering the same project on a global scale. We'll also look to increase the completeness of data we hold on our UK workforce, increasing confidence levels and decreasing 'prefer not to say' responses.

We'll focus on the cultural, technical and security barriers that need to be considered as part of a global rollout and we'll work with programme leads to inform and shape the requirements for our new people information system.

Finally, we'll implement a regular review of best practice, case law and colleague feedback to ensure questions and fields in our People Data Campaigns are fit for purpose and allow colleagues the maximum opportunity to identify with the responses.

Looking ahead/continued

Disability Rapid Action Plan (DRAP)

Following on from the successful design and implementation of our Ethnicity Rapid Action Plan, we'll replicate this approach for disability. We already use the social model of disability at BT, ensuring that we're removing barriers that limit disabled colleagues and those with a long-term health condition. The introduction of a DRAP will prioritise the actions that make a difference.

As part of our Valuable 500 commitments, we're going to undertake a review of Enable, our reasonable adjustments process, and its associated policies. That way, from hire to retire, our colleagues are supported throughout their employment and are able to achieve their potential.

We'll also renew our Disability Confident status during 2021 and will continue our involvement in Business Disability Forum's global taskforce, ensuring we share and hear about global best practice and emerging themes and research.

Targets

We'll hold ourselves to account. We'll robustly monitor progress against our 2030 ambitions and workforce diversity target, and we'll start to make progress on the additional targets for senior leadership team and Senior Management Team levels across BT. We'll also ensure that we highlight our progress against targets we've agreed to as part of our commitment to the Hampton-Alexander Review and other external commitments.

External benchmarking

During 2021 we'll review our approach and submission to Stonewall's Workplace Equality Index and we'll continue to support our working carers.

In January 2021, led by our Carers People Network, we achieved Carer Confident Level 2: Accomplished Status, as part of the Carers UK Carers Confident benchmark. A collaborative approach between the business and our established Carers Network ensures we are well placed to continue to support the many colleagues who are balancing their work and caring commitments.

Looking ahead/continued

Race Equality Matters

We're delighted to have become a Lifetime Visionary Partner of Race Equality Matters (REM), a newly formed not-for-profit, community interest company jointly founded by Green Park, The Collaboratory and Black History Month, and supported by a group of minority-owned businesses.

This new partnership complements the existing relationships and partner arrangements we have with Business in the Community, Inclusive Companies and the Aleto Foundation. It also enables us to work in collaboration with REM to turn our public declarations of commitment and organisational support into tangible and meaningful actions that advance workforce and social racial equality.

Our Ethnic Diversity Network, one of our ten People Networks, creates collaboration opportunities with other organisations that drive racial equality.

Peer 2 Peer Network global rollout

Our Peer 2 Peer Network is expanding their colleague reach, piloting a growth approach with the Central & Eastern Europe Team. As part of this pilot, the network has directly engaged with key HR leads and teams, created meaningful, sustainable relationships with the Community Engagement Team, and will host knowledge-sharing sessions with a clear call to action for volunteers and allies.

Importantly, this successful rollout includes the creation of a regional Peer Support Workplace (one of our internal colleague communication channels), which reflects the local population and culture and encourages colleague conversations that are relevant to their workplace and locality.

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