Summary and highlights

Better World
BT's Social & Environment Report

THE QUEEN'S AWARDS FOR ENTERPRISE: SUSTAINABLE DEVELOPMENT 2003

BT

Summary and highlights

The Better World website is the BT social and environmental report. It contains a wealth of information about BT's policies, programmes and performance across a full range of social, environmental and economic issues. It also sets out a number of targets for improvement.

We publish all our social and environmental performance online because we believe this enables us to communicate these impacts more effectively and engage in a two-way dialogue.

This summary and highlights is intended as a guide to the Better World site, bringing out the key points and providing a flavour of the depth of content available.

We hope it tempts you to delve further.

Social and environmental performance

The Better World site contains a huge amount of data about our social and environmental performance.

To simplify matters, we have defined our most important non-financial performance areas and established ten key performance indicators (KPIs). Our most important performance areas are:

- Business principles
- Community
- Customers
- Employees
- Environment
- Suppliers

The relevant key performance indicators and their accompanying strategic targets are highlighted in the appropriate sections of this Summary and highlights.

Other highlights

During the 2003 financial year BT won the Queen's Award for Enterprise, in recognition of our substantial improvement in business performance resulting from continuous achievement in sustainable development.

We were also ranked as the top telecommunications company in the Dow Jones Sustainability Index for the second year running.

About this report

This report essentially covers the financial year ending 31 March 2003. However, the site is a live one, with new material added at least every three months.

The report is assured against the new AA1000 Assurance Standard and is in accordance with the 2002 Global Reporting Initiative Guidelines.

Chairman's Introduction

Our purpose is to connect the worlds of our customers through encouraging effective communication, irrespective of geography, distance, time or complexity.

Our industry is at the heart of society – the central nervous system of the modern economy and a fundamental part of human experience.

It brings friends and families together and enables businesses and other organisations to work in partnership.

This purpose is based on a social agenda and a commitment to inclusiveness. Our aim is to try and help everyone benefit from improved communication. For example, we are determined to spread the benefits of broadband as widely as possible, within reach of 90% of UK homes in the next few years. We have launched a campaign to increase access to communications technology in underprivileged areas, deepening our understanding of the digital divide and how it may be addressed nationally.

And we recognise that we have broad responsibilities about how we manage ourselves as a company.

I was delighted that during 2003 we were awarded the Queen's Award for Enterprise in the Sustainable Development category. This recognises the approach we have taken on a number of key issues, including the importance of creating a proper work-life balance, ethical supply chain management, and the resource and financial savings delivered by our environmental programme. Our international leadership on sustainable development within the telecommunications industry also played a part.

We are very proud of this achievement. It reflects our ambition to create shareholder value by meeting the expectations of all our stakeholders. Our Corporate Social Responsibility programme – described in the Better World site – is vital to encouraging our customers to buy from us, investors to put their trust in us and the best people to work for us.

This sense of responsibility runs through the whole of BT.

Sir Christopher Bland
Chairman
23 June 2003

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Chief Executive's introduction

Making a real difference

Our key financial goals of improving cash flow, increasing earnings per share and reducing debt are critical.

But fundamental to the achievement of these objectives is the underlying strength of BT as a whole. And this can't always be measured in pound signs.

Indeed our business strength must be based on passion for customers. And here we have been reporting our progress in reducing customer dissatisfaction every quarter.

But fulfilling the complete range of customer expectations requires top performance across a full range of issues – maximising employee motivation, valuing diversity, acting with integrity, reducing our environmental impacts and behaving in a socially responsible manner.

So it is vital that we keep a good watch on our measures of non-financial performance. These figures really do give an indication of the health of our business.

Our main performance highlights for the 2003 financial year are as follows:

- Customer Dissatisfaction down 37%
- Broadband now available to 67% of all UK households
- People Satisfaction Index steady at 67% despite unprecedented amounts of change
- Increase in the percentage of ethnic minority employees (8.2%) in BT whilst percentage of women (23.8%) and disabled employees (2%) held steady
- Global Warming CO_2 emissions now 40% lower than 1996
- Waste to landfill down 1% to 89,878 tonnes with 24% recycled
- Health & Safety significant incident rate down from 122 to 113 per 10,000 full time employees
- Ethical trading risk assessment questionnaires completed by 31 suppliers and 14 on-site assessments undertaken
- Awareness of our Statement of Business Practice in the UK up 7% to 83%
- Direct community investment of £8.2 million plus £17.9 million in further funding and support in kind, exceeded our 1% of profit target by 50%

To maintain and grow this level of achievement we have set ourselves some stretching targets. Our headline target is to reduce the number of dissatisfied customers by 25 per cent each year.

We are committed to roll out Broadband to over 80% of households by 2004 and aim to make it available to 90% by 2005. Despite this extensive roll out of broadband technologies we are committed to cap our CO_2 emissions at no more than 25% below 1996 levels by 2010.

You can find out more throughout our Better World web site (www.bt.com/betterworld), which is also the BT social and environmental report.

This report has been prepared in accordance with the 2002 Global Reporting Initiative Guidelines and is independently verified. It represents a balanced and reasonable presentation of our economic, environmental and social performance. It also sets out our progress implementing the United Nations Global Compact Principles.

It is our strong belief that the application of communications services and solutions can help take the world towards sustainable development. For example, BT's delivery of flexible working solutions is helping people to improve their work-life balance whilst reducing congestion and pollution.

Today's emphasis on accountability, transparency and trust is increasing the importance of sustainability reporting. BT is certainly doing its bit. But more than that we aim to make a substantial difference by helping our customers apply communication solutions that create a better, more sustainable world.

Ben Verwaayen
Chief Executive
23 June 2003

Business principles

Key Performance Indicator:

Awareness of the BT Statement of Business Practice amongst UK employees up 7% to 83%.

Strategic target:

Increase awareness of the statement to 86% in the UK by March 2004.

Statement of Business Practice

BT is committed to doing business in a manner consistent with world-class standards of business integrity.

Our Statement of Business Practice, The Way We Work, defines the business principles that apply worldwide to all employees, agents, contractors and others when representing BT.

The Statement also sets out specific aspirations and commitments that apply in our relations with our customers, employees, shareholders, partners, suppliers and in the communities where we operate.

Because this statement is critical to the promotion of integrity and high standards of business practice across BT, we have made awareness of the Statement a key priority.

During 2003 a BT survey found that awareness of the Statement amongst employees in the UK stood at 83%, up from 76% in the previous year. We have established a target of at least 86% awareness by 2004.

We also aim intend to extend the survey to incorporate BT's wholly-owned international activities by March 2005.

We have a 'whistleblowing' helpline for people seeking confidential help and advice, available via both phone and email. During 2003 a number of issues relating to BT's Business Principles were raised and appropriate action taken, including disciplinary action.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Corporate social responsibility governance

A Corporate Social Responsibility (CSR) governance framework is in place to manage CSR issues effectively and supervise the CSR relationship between BT and our individual lines of business.

Social, ethical and environmental matters have been incorporated into our Director's induction programme, to support the integration of CSR matters into the day-to-day management of the business.

An internal committee known as the Corporate Social Responsibility Steering Group (CSRSG) oversees the implementation of all social and environmental programmes across BT. Chaired by Alison Ritchie – a member of BT's top level Operating Committee – the CSRSG makes regular reports to the Board.

CSR health checks

CSR 'health checks' are used to ensure that CSR is embedded into BT's commercial operations.

Undertaken with commercial programme directors from BT's lines of business, health checks examine how a cross-section of key CSR impacts may be affected by a particular commercial programme, and how CSR can help achieve the programme's commercial objectives.

Over the past year CSR health checks have covered broadband, call centres, new technologies, people policies and plans for the 21st century network.

Risk

Currently we identify no social, environmental or ethical risks that would have a material impact on our business.

However, we have identified the issue of supply chain working conditions as posing a potential risk to our reputation. More details are found in the ethical trading section of this report.

The bulk storage of diesel fuel for use in back-up generators at telephone exchanges has been identified as our only significant environmental risk. More details are found in the environmental section of this report.

Political involvement

BT has a strict policy of not giving cash contributions to any political party. However, we actively participate in public policy issues and regularly make contact with political parties, politicians and civil servants.

We undertake these activities both directly and through many intermediary organisations such as:

- our European trade association (ETNO)
- the Confederation of British Industry (CBI)
- the Federation of the Electronics Industry (FEI)

Our responses to important regulatory consultation documents are posted on our website, including our response to the EU Green Paper on Corporate Social Responsibility.

We are also members of a number of organisations that attempt to influence matters connected with corporate social responsibility and sustainable development:

- Forum for the Future
- CSR Europe
- Employers Forum on Disability
- Green Alliance

We are keen for government to deliver changes in the current legal and fiscal frameworks that enable business to survive and flourish from sustainable business practice. We believe there is an appropriate role for both regulation and economic instruments.

Community

Key Performance Indicator:
A total of £8.2 million provided to direct activities in support of society, with a further £17.9 million provided in support and in kind.

Strategic target:
Contribute a minimum of 1% of our UK pre-tax profits to activities in support of society, either through direct funding or support in kind.

We commit a minimum of 0.5% of our UK pre-tax profits to direct activities in support of society. This was £10 million in 1987; it peaked at £16 million in 2001; and was £8.2 million (including £1.2 million to charities) in the 2003 financial year.

BT operations provided a further £17.9 million in funding and support in kind over the past financial year, bringing the total contribution to over 1% of UK pre-tax profits.

The focus of our community programmes is on big issues where better communication can make a real difference to society.

For example, through the BT Education Programme, a drama-based campaign helping children to improve their communication skills, we have made more than 8,300 school visits and had around two million engagements with young people.

As a major telecommunications company, BT is able to co-ordinate major national chartiable events, including telethons for Children in Need, Comic Relief and GMTV's 'Get Up and Give'. BT manages the entire telephone network for these events, as well as providing call centres to take donations over the phone, with efforts co-ordinated via the BT Tower.

We are working with ChildLine on a major new campaign to help ensure that all young people can be heard. At the heart of this campaign is our commitment to raise funds to help ChildLine answer every one of the 4,000 children who call them every day.

During the second year of the BT Community Connections scheme (ending in July 2003), BT will award 1700 internet-ready PCs to individuals and community groups.

In addition, BT people gave £2 million directly to charities during the 2003 financial year through Give as you Earn, to which BT added a direct contribution of £1 million.

Customers

Key Performance Indicator:
Customer dissatisfaction reduced by 37%.

Strategic target:
Reduce number of dissatisfied customers by 25% each year.

Key Performance Indicator:
Broadband available to 67% of UK households.

Strategic target:
Broadband available to 80% of UK households by June 2004.

We intend to be the best provider of communications services and solutions:

- for everybody in the UK;
- for corporate customers in Europe;
- for customers throughout the world, through partnerships.

In the UK, we serve 20 million business and residential customers with more than 29 million exchange lines, as well as providing network services to other licensed operators.

Our extensive global network and strategic partnerships enable us to serve multi-site corporate and government customers in all key commercial centres of Europe, North America and Asia. In Europe this network links more than 250 towns and cities across 16 countries.

Customer satisfaction

Reducing customer dissatisfaction is the cornerstone of the BT strategy and we have set the target to reduce the number of dissatisfied customers by 25% each year.

Customer dissatisfaction measures those customers who are fairly, very or extremely dissatisfied with BT.

BT achieved a 37% reduction in customer dissatisfaction across the whole group over the 2003 financial year, beating the target of 25%. All areas of the business improved satisfaction levels, with particularly significant improvement among our international and wholesale customers.

The overall BT reduction in customer dissatisfaction is the revenue weighted average of the reduction in customer dissatisfaction in each of the lines of business.

Broadband

Broadband is an 'always on' high-speed connection to the Internet. It's called broadband because it has a much larger capacity to send and receive data than a standard telephone connection, which makes it up to ten times faster.

Broadband is expected to bring a range of economic, social and environmental benefits, such as:

- Enhancing the productivity of individual enterprises, industrial sectors, regions and the economy as a whole;
- Increasing opportunities for teleworking, reducing the need to travel;
- Remote diagnosis and in-home care, bringing health benefits;
- Increased access to learning materials in the education sector.

BT is determined to spread the benefits of broadband as widely as possible.

At present the ADSL broadband 'footprint' covers 67% of all UK homes and small businesses. We have established the strategic target for broadband to be available to 80% of all UK homes by June 2004, and have published a roadmap that could see broadband reach more than 90% of the country.

A barrier to the expansion of broadband is the lack of demand to 'enable' every exchange.

Therefore, we have launched an innovative registration scheme to identify the exchanges where sufficient demand exists.

By March 2003 trigger levels had been established at over 800 exchanges, with trigger levels for a further 759 exchanges already planned for the 2004 financial year. More than 320,000 registrations had been made, 44 exchanges had been enabled and a further 247 were in the process of being enabled.

Partnerships with both government and industry are essential for broadband to reach parts of the country where a commercial case could not otherwise be made.

For example, the ACTNOW [www.actnowcornwall.co.uk/] initiative in Cornwall – a partnership between BT and key public sector bodies, including Cornwall County Council and South West Regional Development Agency (RDA) – will provide business support packages to 3,300 businesses using broadband technology.

BT now has regional initiatives in an additional eight areas. Together these are expected to enable 100 additional exchanges and make broadband available to a further 48,000 businesses.

Consultation

We canvass the views of our customers on a regular basis so that we can improve the quality of our service. For example, every month we undertake:

- face-to-face interviews with an average of 2,000 residential customers about their overall perceptions of BT and quality of service;
- telephone interviews with an average of 1,900 SME and 400 corporate and government customers;
- interviews with approximately 17,000 business and residential customers about their direct experience of BT.

As well as conducting customer satisfaction surveys, we also undertake more in-depth consultation to understand our customers' needs and concerns.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

For example, we run a number of consumer liaison panels across the UK. These consist of 12-15 consumers with a broad range of experience and usage of communications technology – as well as different needs, interests, ages and cultural backgrounds.

Panel members provide valuable insights into consumer thinking and inform the policy-making process within BT. The panels regularly discuss a range of issues including customer service, how we keep customers informed, mobile telephony, payphones, billing, access to and marketing of broadband technology and the provision of services for customers with disabilities.

Consumer liaison panels have also helped us to understand consumers' perceptions of corporate social responsibility, and to define the key performance indicators used in this report.

Customers with special needs

We believe all members of society should have the same freedom and opportunities to communicate.

That's why BT has for many years offered a wide range of products and services to elderly and disabled customers who might otherwise find it difficult to make the most of telecommunications.

For example, one of our major commitments is Typetalk – a national telephone relay service. Funded by BT since it started in 1990, and run by the Royal National Institute for Deaf People, this service enables textphone users who may be deaf, deaf blind, hard of hearing or speech-impaired to make and receive calls to and from hearing people.

In July 2001 we launched BT TextDirect. This service automates and simplifies the making and receiving of text calls to and from voice or other textphone users.

Employees

Key Performance Indicator:
Our 'People Satisfaction Index' remained at 67%.

Strategic target:
Increase the 'People Satisfaction Index' to 69% by 2004.

Key Performance Indicator:
Increased percentage of ethnic minority employees (8.6%) in BT whilst the percentage of women (23.6%) and disabled employees (2.0%) remained steady.

Strategic target:
By March 2004 increase the percentage of women and disabled employees to 25% and 2.5%, whilst maintaining at least 8% from ethnic minorities.

Key Performance Indicator:
Health & Safety significant incident rate down from 126 to 113 per 10,000 full time employees.

Strategic target:
Reduce the number of significant incidents to 110 per 10,000 full time employees by March 2005 – a 25% reduction on 2001 levels.

BT employs approximately 104,700 people around the world, of whom 96,300 are in the UK.

This makes us one of the UK's largest employers, working and living at the heart of society.

Our approach is defined by a responsibility to act fairly towards our people, value their contributions and enable them to achieve their full potential.

To make a positive difference to employees' lives we have to help them develop professionally while respecting their other commitments – to themselves, their families and the wider community.

We believe this to be in the best interests of our employees, of society and of our business.

Recruitment

BT is a major recruiter, employing thousands of new people each year – and we need to be sure that we attract, select and retain the best.

During the 2003 financial year we recruited 189 new graduates, 196 modern apprentices and 4,421 other new entrants.

Also during the 2003 financial year, as part of our continuing programme to reshape BT, 7,393 people left BT voluntarily, by leaver payments or voluntary redundancy.

People satisfaction

BT runs a number of formal employee surveys, the most important being the annual Communications and Attitude Research for Employees (CARE) survey.

This survey is an opportunity for all our people to express their views and opinions on a range of issues at local, divisional and company level, with guaranteed anonymity.

A key measure within CARE is the 'People Satisfaction Index', which we use as an indication of the overall satisfaction of employees with their working life in BT. The index is created by grouping a number of questions together and averaging the responses.

The 'People Satisfaction Index' for 2002 was 67%, the same as 2001 and a 2% improvement on 2000. Broadly speaking we feel this indicates that our employees continue to feel committed and satisfied with working for BT.

These scores are particularly encouraging given the scale of the changes that have taken place at BT over the past two years.

We have now set the target for an increase in the People Satisfaction Index to 69% by 2004.

Diversity

We seek to create a working environment that is open, honest and unprejudiced and which encourages people to reach their full potential. We want to create and sustain a diverse workforce where everybody's contribution counts and is valued.

The following figures show the percentage of our people who are women, have declared themselves from an ethnic minority, or have declared a disability. These figures do not include the 10,900 people who work in our subsidiaries.

	Management	Non-management	All BT
Women	23%	23.8%	23.6%
Ethnic minority	9%	8.4%	8.6%
Disability	1.35%	2.4%	2.0%

Data as at 31 March 2003

In March 2002 these figures were:

	Management	Non-management	All BT
Women	22.9%	24.3%	23.9%
Ethnic minority	7.9%	7.6%	7.7%
Disability	1.1%	2.4%	2.0%

Data as at 31 March 2002

Comparing the figures for 'All BT', there has been an improvement in the number of ethnic minorities employed and a slight decrease in the number of women employed.

Particularly encouraging has been the progress made through our recruitment activities. During the 2003 financial year 12.7% of our new recruits came from an ethnic minority background, including 26% of new graduates, whilst 32.1% of new recruits were women, including 42.3% of new graduates.

We have now established the strategic target that by March 2004, 25% of our employees should be women, 2.5% disabled and not less than 8% should be ethnic minority employees. However, each appointment is made on merit, and these targets should not be taken to mean that BT is operating quotas, which are illegal under UK law.

There were a total of 14 discrimination-related litigation cases involving BT in the 2003 financial year. Seven were withdrawn, none judged against BT, three settled and two judged in favour of BT. This is a reduction on the 30 cases involving BT in the 2002 financial year, and 43 in the 2001 financial year.

Every discrimination litigation case is a case too many, and for this reason we carefully review our own cases and use real-life examples in our diversity training workshops.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Work-life balance

Because we want to provide a high-quality service for all our customers, the working day for many BT employees extends beyond normal hours.

Reconciling good customer service with the provision of a healthy work-life balance for our employees is one of our greatest business challenges.

All our work-life balance policies have been pulled together in one portfolio called 'Achieving the Balance'. These policies cover flexible working, home-working, part-time working, job sharing, maternity and paternity leave, adoptive leave, parental leave, special leave and leave for carers.

At March 2003 we had 6,161 part-time employees and 6,640 homeworkers. Moreover, through the innovative use of communications technology many other BT people are able to work flexibly without being formally recorded as homeworkers.

We have a flexible working initiative called 'Freedom to Work', which enables our people, wherever operationally practicable, to develop their own attendance patterns. They can achieve more balance through a mix of home-working, working long and short days, and by accruing blocks of non-working time for use during, for example, school holidays.

Employee relations

In the UK BT recognises two trade unions: the Communications Workers Union (CWU), which represents around 64,000 BT non-management grades, and Connect, which represents around 16,000 BT people, predominantly line managers and professionals.

We maintain a positive working relationship with both unions at local and national levels. In the 2003 financial year, no days were lost though industrial action and there have been no instances of legal action taken against BT concerning anti-union practices.

The number of Employment Tribunal Cases involving BT this year was down to 57 from 105, with 26 withdrawn, one judged against BT, 15 settled and eight judged in favour of BT.

Call centres

We are currently undertaking a comprehensive restructuring of our call centre operations.

Our 'Next Generation Contact Centre' programme involves the transformation of our original 104 call centre sites into a slimmed-down network of 33 larger, multi-functional contact centres.

The programme is primarily designed to achieve the twin goals of reducing costs and providing improved customer service – for example, by providing a range of services for residential and small business customers without their being transferred from one call centre to another. As part of this process we will be closing 57 call centres over a two-year period, resulting in significant changes for a large number of employees.

The net effect on BT and agency jobs by the end of the two-year project is expected to be a reduction of 2,200 full-time equivalent posts – reducing the number of full-time equivalent posts in BT's call centre operations to around 13,600.

There will be no compulsory redundancies and we are committed to finding alternative work for every affected person who wishes to remain in BT. More than 2,000 people are being redeployed to other jobs.

Two of the new call centres will be located in Bangalore and New Delhi in India initially employing around 500 people by the end of March 2003, rising to approximately 2,200 by March 2004.

A discussion around the relationship between these changes and BT's commitment to corporate social responsibility is found in the Employees section of the Better World site.

Health and safety

One of our business principles is to care for the health and safety of each other, our products and our operations. We have also made a specific commitment to promote a healthy lifestyle.

For this reason we have established our 'Significant Incident Rate' as a non-financial key performance indicator and set the accompanying strategic target of a 25% reduction in incidents (from 2001 levels) by March 2005.

The Significant Incident Rate records incidences of injuries, diseases and dangerous occurrences, and stands as a good measure of our success in promoting health and safety.

During the 2003 financial year our significant incident rate was down from 126 to 113 per 10,000 full time employees in the UK – a 23% reduction on 2001 levels.

We are committed to improving six areas over the coming year: driving; fire and incidents on BT property; international travel health; call centre health; injuries while working on the network; and work-related stress.

These priorities illustrate the breadth of our approach to health and safety – not just the importance of avoiding accidents but also emphasising physical and mental health.

Environment

Key Performance Indicator:
Global warming CO_2 emissions down to 0.96 million tonnes – a 7% reduction on the previous year and 40% below 1996 levels.

Strategic Target:
Despite network growth, to cap 2010 CO_2 emissions at 25% below 1996 levels.

Key Performance Indicator:
General waste volume down 1.1% to 89,878 tonnes and amount recycled up from 21% to 24%.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Strategic target:
10% by volume increase in recycling by March 2004.

Although telecommunication is generally perceived as an environmentally-friendly technology, any company the size of BT is bound to have an impact on the environment. In fact, we are one of the largest single consumers of energy in the UK.

Since the end of 1999 our environmental management system has been ISO14001 certified for all our UK operations.

Fuel and energy

Since 1991 we have achieved a 20.26% reduction in our energy use. However, network growth and the roll-out of broadband is likely to increase our energy consumption over time – which grew by 4% this year.

Energy consumption for BT's network and estate during the 2003 financial year was 2,676 GWh. This is made up of 1,727 GWh electricity (approximately) for our network, 392 GWh electricity (approximately) for our premises and 557GWh (gas and oil use) for our premises.

During the 2003 financial year a Combined Heat and Power (CHP) supply contract provided 76% of our electricity needs – a total of 1.6TWH – saving 274,000 tonnes of global warming CO_2 emissions.

We also managed to secure 17GWh of new green capacity to supply electricity to the BT Tower and a further 29GWh to supply 90% of BT payphones. This represents 2.1% of BT's total electricity consumption in the UK.

However, during the 2003 financial year our total renewable energy supplies fell from 93GWh to 45GWh, owing to the severe lack of available supply.

We have several thousand oil storage tanks, many of which are below ground. The oil is used both for heating and to supply stand-by diesel generators to power our network in the event of electrical supply failure. Therefore, tank testing, repair and decommissioning of fuel tanks is a vital part of BT's programme to reduce the risk of pollution to ground water and land from the storage of diesel fuel.

A project team has now visited 5,065 sites, tested 5,594 tanks, passed 4,153 (74%) and provided detailed recommendations for remedial action.

Emissions to air

We monitor the emissions to air of a number of substances that impact adversely on the environment through their contribution to climate change or ozone depletion.

On climate change we have achieved:

- 60% reduction in CO_2 emissions since 1991 due to our energy programmes;
- 35% reduction in CO_2 emissions since 1992 due to our transport programmes.

This is the equivalent to an annual saving of almost 1.2 million tonnes of CO_2.

BT's overall CO_2 emissions declined by 7% this year – now 40% below our 1996 baseline.

The UK's own target for CO_2 reduction is 20% below 1990 levels by 2010 so we are way ahead of that. However, we would like to give some advance warning – the expansion of our network and broadband roll-out will increase our energy use. Nevertheless we have set the target to cap our 2010 CO_2 emissions at 25% below those of 1996, still a sizeable reduction.

Also during the 2003 financial year we reduced our ozone depleting emissions (measured in CFC-11 equivalents) by 40%.

Waste

During the 2003 financial year we increased the percentage of waste that we recycled from 21% to 24% and sent around 89,900 tonnes of waste to landfill, a reduction of 1%.

We had mixed success in meeting our waste improvement targets. Although we managed to increase the amount of items we recycled by 16% – above our 10% target – we only managed to reduce the amount of waste going to landfill by 1% against a target of 5%.

These results were due to the fact that we carried out a major clean-up of many of our large sites this year, which significantly increased the amount of waste we recovered and recycled.

Transport

BT's commercial fleet of 33,979 vehicles is one of the largest in the UK. Over the past five years, the size of our fleet has reduced by 7.5% and fuel consumption by 16%.

BT's most recent company car policy supports the key objectives of the government's emissions-based company car taxation initiative, by introducing the following:

- Increased allowance to employees who choose to opt out of company car ownership;
- Improved tax efficiencies for those employees with a 'business need' for a company car that opt for lower-emission cars;
- Reimbursing our people for business travel according to their grade rather than car engine size.

As company car users no longer have to "chase mileage thresholds" in order to benefit from tax breaks we anticipate our overall company car mileage will reduce.

Our company car fleet size has reduced by 21%, there has been a mileage reduction of 64 million kilometres (from 280 million kilometres) for company cars and private vehicles on BT business and a reduction in hire car mileage of 46%.

This has resulted in increased expenditure on second class rail travel of 7.5%.

Product Stewardship

BT is a major buyer and user of electronic equipment and subject to both new and pending legislation designed to encourage sustainability in industry. We strongly support this legislation and go beyond the minimum efforts required for compliance.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Key legislation includes EU Directives which became European Law on Waste Electrical and Electronic Equipment (WEEE) and the Restriction of the use of certain Hazardous Substances in electrical and electronic equipment (RoHS).

Both aim to minimise the use of hazardous materials in electrical and electronic equipment, to minimise the amount of hazardous waste going to landfill, and to encourage reuse of materials.

BT has launched a new Product Stewardship Questionnaire requiring suppliers to provide information about compliance with WEEE.

As part of our compliance with RoHS, BT is researching a number of alternative materials –- such as lead-free solder – found in electrical and electronic equipment.

Procurement

We seek to influence our suppliers and contractors through our environmental purchasing policy. We have specific objectives to ensure appropriate supplier environmental data is collected, and to encourage improvement of poor performers in significant risk areas.

In the 2002 financial year, we carried out a comprehensive review of our process and have developed two questionnaires to enable us to identify risk and take appropriate action where required:

- Product Stewardship Questionnaire. Sent to suppliers at tender stage, this takes account of environmental issues relating to electrical and electronic product. In particular, it addresses the issues covered by the WEEE (Waste, Electrical and Electronic Equipment) Directive.
- Environmental Impact Questionnaire – Completed post-contract, this takes account of a supplier's overall policies and procedures for managing environmental issues. We often require a pre-contract commitment to continuous improvement – this questionnaire enables us to identify significant risk areas as part of that continuous improvement process.

Benefits

Conferencing by video, phone or the web is not only more time and cost-efficient than meeting in person, it improves the quality of life for frequent travellers. It's also a major benefit for BT's 6,600 home-based workers and a growing number of teleworkers – those who occasionally work from home.

In a survey carried out within BT during the 2003 financial year, 66% stated that conferencing was essential to their job and over 80% that it had improved their performance.

The survey also showed clear environmental benefits, with each call avoiding travel of at least 91 miles for car users and 94 miles for train users. At a conservative estimate, each conference call saves a minimum 22.05 kg of CO_2. Taken together, all our conference calls save at least 20,060 tonnes of CO_2.

Another survey into teleworking illustrated the social benefits that communications technology can provide, with the majority of respondents reporting a better life through teleworking than if they commuted to an office. Many reported an increased contribution to domestic and community activities, while a small number believed that they would be unable to do their present job if unable to telework.

Suppliers

Key Performance Indicator:
Ethical trading risk assessment questionnaires completed by 31 suppliers and 14 on-site assessments undertaken.

Strategic target:
Evidence that action has been conducted with all contracts identified as high or medium risk.

BT conducts a vast range of procurement activities with thousands of suppliers around the world.

In the 2003 financial year we spent over £5 billion pounds with our suppliers. Expenditure included a wide range of goods and services, from major network and IT equipment, cables and software to design services and disposals.

We are committed to ensuring that all our dealings with suppliers – from selection and consultation, to recognition and payment – are conducted in accordance with the principles of fair and ethical trading.

These and other specific commitments are set out in our Purchasing Principles.

Our approach to these issues, along with a description of our supplier partnership, payment, relationship management, excellence awards and diversity activities are described in the Suppliers section of the Better World site.

Here we focus on the area identified as our key non-financial performance indicator – ethical trading.

Ethical trading

Society expects products bought from and used by BT to be manufactured under working conditions consistent with international guidelines. Chief among these are the UN's Universal Declaration of Human Rights and the International Labour Organisation conventions.

To ensure that we meet this expectation, in April 2001 we launched 'Sourcing with Human Dignity', a supply chain initiative which seeks to ensure that the working conditions in our supply chain really do meet these standards.

Training

A key focus during the 2003 financial year was to ensure that our procurement professionals have the awareness, knowledge and skills required to implement Sourcing with Human Dignity.

A total of 176 (54%) BT buyers have attended a half-day awareness training course on Sourcing with Human Dignity, and a Computer Based Training package has been developed for the remaining 46%.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

We have also delivered a two-day course to our procurement and quality professionals on how to conduct on-site assessments.

Risk assessment

By the end of the 2003 financial year, 55 suppliers had contractually agreed to work towards the Sourcing with Human Dignity standard.

This includes 16 (79%) of our key network and IT suppliers who have signed a 'corporate-to-corporate' agreement and 39 other suppliers who have signed a Sourcing with Human Dignity contract clause and been requested to complete a risk assessment questionnaire.

To date, of the 31 suppliers who have completed a risk assessment questionnaire, 15 were identified as requiring further investigation.

On-site assessments

We undertake on-site assessments of supply chain working conditions in those areas identified as being at the highest risk of falling short of our Sourcing with Human Dignity standards.

In the 2003 financial year we conducted 14 on-site assessments in China, Sri Lanka, India and Taiwan. Of these, seven were assessments of facilities not previously assessed.

The most frequent non-compliances with Sourcing with Human Dignity were found in the areas of 'Working conditions are safe and healthy', 'Living wages' and 'Hours of work'. The detailed results of our findings are found in the ethical trading section of the Better World site.

In the 2002 financial year we conducted nine on-site assessments (in China and Sri Lanka) of supply chain working conditions in areas identified as being 'high risk'.

These assessments revealed a number of areas where improvements were required, the largest number being in the following four categories: Freedom of association and collective bargaining; Working conditions are safe and healthy; Living wages; and Hours of work.

In all instances we sent assessment reports to the suppliers and discussed our observations with them. We have agreed improvement plans and are monitoring progress.

Industry approach

Following the launch of Sourcing with Human Dignity, we held four ethical trading forums with our key network and IT suppliers, to share experience and examine opportunities for collaborative working.

However, the effective implementation of ethical trading standards in the communications industry doesn't just require the support of our suppliers – it depends on the engagement of fellow service providers too.

For this reason we invited a number of industry colleagues to our fifth ethical trading forum in February 2003, which was attended by five other service providers.

A number of companies expressed an interest in forming an industry-wide working group to address our shared concern about supply chain working conditions.

BT shares this view and is working proactively with industry colleagues to establish this group.

Investors

Investors are increasingly interested in the social and environmental dimensions of business performance and the relationship between these aspects and business strategy.

The key issue for investors is the 'business case' for sustainable development and CSR – the extent to which social, environmental and ethical risks and opportunities are managed both to preserve and grow shareholder value.

Our business case

The following core messages drive our communication with investor audiences:

- CSR is critical for optimising customer satisfaction. For example, we estimate that BT's CSR performance accounts for over 25% of the Image and Reputation driver of customer satisfaction. Further statistical analysis shows that a 1% improvement in the public's perception of our CSR activities effects a 0.1% increase in our retail customer satisfaction figures.
- Working conditions and the nature of our relationship with employees have significant bearing on employee satisfaction and are reflected in the customer experience.
- Long-term sustainability trends are creating new market opportunities for us, such as the use of teleconferencing and flexible working to reduce the need to travel and provide more flexible lifestyles.
- Increasingly we have to address social and environmental matters when bidding for business – more than £300 million in the last financial year.
- Proactive engagement in CSR gives BT a competitive advantage.

Ratings

A number of specialist CSR ratings agencies provide rankings based on information about a company's social, ethical and environmental policies and practices.

All are based on the premise that a company's management of these aspects will have a significant bearing on its ability to both preserve and grow shareholder value over the long term.

Our main ratings are:

- The world's Number One Telecommunications Company in the Dow Jones Sustainability Index for two years running;
- Top of the telecommunications sector in the Business in the Community Corporate Responsibility Index and placed in the first quintile of companies in the overall index;

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

- Second out of 24 in OEKOM's analysis of corporate responsibility in the telecommunications sector;
- Inclusion in the UK, European and World FTSE4Good Indices.

Economics

BT is one of the largest telecommunications companies in the world and a significant economic force in its own right. In the economics section of the Better World site we discuss some of BT's direct and indirect economic impacts, and highlight the linkages to their social and environmental consequences.

Direct impacts

Our direct economic impacts can be understood using traditional financial measures – turnover, spend with suppliers, dividends, employee costs, taxation paid and so on.

Financial measures can also be used to demonstrate how the economic status of each stakeholder group changes as a result of BT's activities.

The figures contained in this section of the Better World site measure the financial flows between BT and our key stakeholders – customers, suppliers, employees and shareholders – as well as with governments.

Indirect impacts

BT affects the economy in many ways that aren't reflected through traditional financial reporting.

Our indirect economic impacts can arise from the income and employment created in businesses that supply goods and services for use by BT.

For example, the expenditure of BT in Great Britain creates over £2 billion of income in the British economy that in turn supports the employment of almost 100,800 people.

Further indirect impact is created when incomes created directly and indirectly by BT are spent in the economy – estimated by DTZ Pieda Consulting to be £2.96 billion of income and 144,530 employees.

When added to BT direct impacts, these activities generate income of nearly £8 billion and support the employment of 346,500 people in Britain – almost 1.4% of all employment in Britain.

The communications sector

The communications sector, by its very nature, can have significant indirect economic effects. For example, prices, bandwidth and processing power can all have considerable impacts on the productivity of individual enterprises, industrial sectors and the wider economy. This in turn can affect innovation and competitiveness.

Further discussion of these and other significant economic issues in the communications sector, such as globalisation and the development of the knowledge economy, can be found in the Economics section.

Human rights

We have based our policies and procedures on the principles set out in the United Nations Universal Declaration of Human Rights, which set "a common standard of achievement for all peoples and all nations".

We are committed to protecting and enhancing the human dignity of everyone who works for the company and everyone who has dealings with it.

We are a signatory to the UN's Global Compact, an initiative that strives to motivate business and industry around nine principles of environment, labour and human rights. You can read about our performance and progress in relation to these principles in the Global Compact index section of the Better World site.

Our impact on human rights has two aspects:

- The **supply chain** – the working conditions under which the products and services purchased by BT were produced. More details are available in the Suppliers section of this summary and highlights.
- The **use chain** – the effect on human rights of the use of our products and services, after they have been sold.

Use chain

A principal concern here is the misuse of our products and services, for example the use of the internet to undertake illegal activities. Our Hot Topic Mis-use of the Internet describes how BT addresses these issues.

Privacy

Article 12 of the Universal Declaration of Human Rights states that "No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor attacks upon his honour and reputation".

We have to balance giving a tailored customer service with protecting customer privacy.

For example, if BT customers in the UK wish to use our website to manage their account, check their bill and buy various products or services, they have to register first – which involves the disclosure of certain personal information. We have a specific privacy policy covering this situation.

BT Openworld also has a detailed Acceptable Use Policy which shows how we protect the privacy of approximately 1.75 million customers who use our online services.

BT complies with and is registered under the Data Protection Act in the UK, and we take all reasonable care to prevent any unauthorised access to personal data.

Freedom of expression

Article 19 of the Universal Declaration of Human Rights states that "Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers".

A key challenge is to balance the right to freedom of expression with the need to protect children online.

BT is a board member of the Internet Content Rating Association, which aims to "protect children from potentially harmful material; and, to protect free speech on the internet".

We have our own programme, BT Safe Surf, which gives detailed information for parents and user friendly training for children.

BT acts upon complaints about content hosted on our servers. We sit on the funding council of the Internet Watch Foundation, which notifies us of illegal content stored on our servers and webspace.

We have also contributed to the work of The Independent Committee for the Supervision of Standards of Telephone Information Services (ICSTIS).

Stakeholder Dialogue

BT has important relationships with a range of stakeholder groups critical to the success of our business, including customers, employees, suppliers and local communities.

Our Statement of Business Practice The Way We Work sets out the aspirations and commitments which apply in each of our stakeholder relationships.

We engage with our stakeholders in numerous ways detailed throughout the Better World site, including consumer liaison panels, customer surveys, an annual employee survey and a supplier relationship management programme.

We recognise two trade unions – Connect and the CWU – and run a European Consultative Works Council.

We also seek the input of specialists in social and environmental policy through our Stakeholder Advisory Panel, which brings together a diverse mix of opinion formers from all over Europe to help shape and evolve BT's social policy strategy.

The Better World site is itself part of BT's dialogue process, which is why we host a number of e-mail and live online debates on issues of interest and concern to our stakeholders.

Users can also provide feedback on BT's social and environmental performance directly by e-mail.

Influencing BT

It is difficult to make direct links between a specific consultation exercise and a particular company decision.

Nevertheless, the various sections of the Better World describe how stakeholders do influence BT policy, strategy and practice.

Influencing the Better World site

Stakeholder consultation has a significant bearing on the content of the Better World site.

Using selection criteria approved by our Independent Advisory Panel, we trawled various opinion polls, company stakeholder consultations and press coverage to identify issues of concern to both BT and society. This resulted in the Misuse of the Internet and the Digital Divide being included amongst our Hot Topics.

Indicators

In June 2003 we established a small number of non-financial key performance indicators to provide an overview of BT's social and environmental performance. These were derived from a consultation exercise involving report users such as investors, customers and employees, together with outside experts such as the BT Stakeholder Panel and the report's Independent Advisory Panel.

In deciding which other indicators to use in the report, we chose to follow the 2002 Global Reporting Initiative Guidelines. As a multi-stakeholder initiative, these guidelines provide a comprehensive and independent insight into the interests and concerns of our stakeholders.

Sustainability

The concept of sustainable development has increasingly come to represent a new kind of world – a world in which economic growth delivers a more just and inclusive society, at the same time as preserving the natural environment and the world's non-renewable resources for future generations.

Within BT we tend to use the term corporate social responsibility (CSR) more than sustainable development. This is because we identify CSR as the voluntary actions a company can take to contribute towards the wider societal goal of sustainable development.

We argue that no individual country, business or any other organisation can become sustainable on its own – although it can become more sustainable than it was, and it can make a valuable contribution to making the world a more sustainable place.

We aspire to lead by example, not only in addressing our own impacts, but also by raising awareness and by working with others through partnerships for action.

For example, we chair the Global e-Sustainability Initiative and were closely involved in its sector report for the 2002 World Summit on Sustainable Development. This contains a number of helpful recommendations to ICT companies and governments and has led to a fruitful partnership with WWF in the preparatory stages of the World Summit on the Information Society.

We also believe that information and communications technology (ICT) can act as an enabling technology for sustainable development – such as cutting energy and resource use through transport substitution and de-materialising physical products – thereby de-coupling economic growth from resource use.

Our services also have the capacity to enable a more productive and inclusive society in which people experience improved democratic participation, more efficient provision of health and education services, and unlimited access to each other and to knowledge.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Digital Inclusion

We believe that access to information and communications technology can improve people's lives.

By opening doors to things that really matter – education, employment, entertainment and contact with friends and family – communications technology is an important feature of modern life.

But not everybody has access to communications technology or the necessary skills to exploit that access.

For this reason BT undertakes a range of activities to promote digital inclusion and spread the benefits of our technology as widely as possible.

The following three issues must be addressed if communications technology is to deliver the services people require:

- **Connectivity** – access to communications technology
- **Capability** – the ability of groups and individuals to use technology
- **Content** – the type of communication and the way it is used for social and economic benefit

This section contains a range of information and perspectives on BT's approach to digital inclusion.

For example, we are working together with the UK government and the voluntary sector to find effective ways to utilise communications technology to tackle social exclusion.

In particular we have launched a digital inclusion campaign to support the government's aim to give all citizens online access by 2005 and demonstrate how communications can help improve society.

A key element of the campaign is the 'everybodyonline' programme, which has been established in partnership with charity group Citizens Online. Initially focused in a few pilot locations, the campaign aims to increase access to communications technology in underprivileged areas and to deepen understanding of the causes and effects of the digital divide and how they may be addressed nationally.

Also available in the Digital Inclusion section:

- A table of BT's business activities, policy influence and social investment that contribute towards the connectivity, content and capability dimensions of digital inclusion. For example, we work with Regional Development Agencies to make rural broadband access achievable, support voluntary sector content and provide free PCs and connection to community groups and charities.
- A 'Hot Topic' paper from Simon Zadek and Peter Raynard, published in June 2001, providing an independent commentary on BT's approach to the digital divide.
- A more recent paper from Maya Forstater, Peter Raynard and Simon Zadek, published in June 2003, providing commentary and analysis on progress made by BT subsequent to the 'Hot Topic'.

Data and targets

We believe that it is important to establish a set of forward-looking targets to help improve our CSR performance and our contribution to sustainable development.

In this section of the site you can:

- View BT's ten non-financial Key Performance Indicators for an overview of our social and environmental performance;
- Use pull down lists to view all of our social or environmental performance data;
- Access our social and environmental performance targets, including progress against targets set in previous financial years.

Our 2002 Better World report included 64 targets. Of these, 47 were completed, 7 remain on target, 2 are in delay, 7 have failed and 1 was abandoned.

We have introduced 38 new targets this year and progress on these, as well as our 9 ongoing targets, will be tracked on a quarterly basis.

Publications and downloads

Every section of the Better World site, along with previous editions, is available for download in pdf format.

Also available are our Occasional Papers, a series designed to stimulate debate about important aspects of sustainable development and CSR. They aim to raise the debate rather than give definitive answers:

- Changing Values (1998) considers the role of business in a sustainable society;
- Enlightened Values (2002) offers a practical business case for accountability and stakeholder engagement;
- Variety and Values (2000) reviews globalisation and its linked effects on cultural and bio-diversity loss;
- Adding Values (2001) provides an insight into why and how to account for a company's economic performance and effects.
- Just Values (2003) asks the question "what happens when responsible business doesn't pay?" by examining the relationship between the business case and the moral imperative for sustainable development.

Hot Topics

In the Better World site we not only report on BT's social and environmental performance and programmes; we also consider the relationship between our products and services and society as a whole.

In this part of the site we publish 'Hot Topics' covering our more controversial social impacts.

We invite independent external authors to write the 'Hot Topics', to add balance and credibility to our site and give us challenging food for thought.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Mis-use of the Internet

James Wilsdon and Paul Miller of Demos examine BT's approach to internet activities of concern such as hacking, copyright infringement and spam.

Modern communications and the quality of life

Written and researched by the Future Foundation, this examines the impact of modern communications technology on our daily lives.

E-business and the environment

The UK Centre for Environment and Economic Development analyses the direct and indirect environmental impacts of e-business.

Archived 'Hot Topics'

Digital divide

In 2001 Simon Zadek and Peter Raynard provided commentary on BT's approach to the Digital Divide.

In June 2003 we commissioned Maya Forstater, Peter Raynard and Simon Zadek to provide independent commentary and analysis on progress made by BT subsequent to the 'Hot Topic', which is available in the digital inclusion section of this site.

Masts, mobile phones and health

In 2001 Green Alliance undertook a study into BT's management of the issue of masts, mobile phones and health. This 'Hot Topic' was prepared before the demerger of our mobile operations (mmO2) and so is presented here as an archive only.

BT in India

In 2001 ERM assessed the economic, social and environmental impacts of BT's operations in India. Since then BT has sold its stake in three of BT's four Indian joint ventures. However, this report still stands as an analysis of BT's impact during its involvement in these joint ventures.

About the Report

The Better World website is the BT social and environmental report.

We publish our social and environmental performance online because we believe the Internet to be a critical driver of the move towards greater transparency and accountability in the corporate sector.

Triple bottom line reporting

BT's Better World site covers a range of social, environmental and economic issues.

This concept of 'triple bottom line' or 'sustainability' reporting is becoming an increasingly common feature of large companies. We believe it provides an invaluable holistic view of the company, making connections between aspects of performance previously evaluated separately and aiding our transition to a more joined-up approach to the management of social, environmental and economic issues.

This approach has also won recognition from external bodies. We were pleased to be named joint winners of the 2001 ACCA Sustainability Reporting Award and to receive a commendation in this category at the 2002 awards. Also in 2002 we were recognised by ACCA for producing the best web-based sustainability report.

Scope of the report

This report essentially covers the financial year ending 31 March 2003. However, the site is a live one, with new material added at least every three months. It also contains archived content.

In the 12 months to 31 March 2003, BT's UK operations accounted for approximately 94% of BT turnover, and 92% of our 104,700 employees.

The report covers all of BT's main social, economic and environmental performance areas. Financial, regulatory and corporate governance information is predominantly located in the Annual Report & Accounts, while background information about BT is set out in the Corporate Information section of the BT website.

Geographical coverage

Wherever possible we cover all BT's wholly owned activities in the UK and internationally. The sections on Employees, Suppliers and Economics are predominantly international in scope. In June 2003 we introduced an international dimension into two further sections – Customers and Community.

Environmental scope

Although BT's environment policy covers the whole of BT, the scope of the environment section is in line with our ISO14001 certification and covers our UK operations only. We do not currently cover the environmental performance of our overseas operations, joint ventures or subsidiary activities.

However, we have set the target that, by March 2004, we will have collected international data on BT's key environmental impacts – energy use, transport, waste and emissions to air – for BT's wholly owned international activities.

Global Reporting Initiative

This report has been prepared in accordance with the 2002 Global Reporting Initiative (GRI) Sustainability Reporting Guidelines.

We have established the target that, by December 2003, we will update the Better World site to meet the requirements of the new telecommunications supplement to the GRI Guidelines.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.

Assurance

This report has been assured against the AA1000 Assurance Standard. The Standard stipulates that three specific principles must be met:

- **Materiality**: the report must include information about our sustainability performance, to allow informed judgements, decisions and actions to be made.
- **Completeness**: the report must include all 'material' aspects.
- **Responsiveness**: whether BT has responded to stakeholder concerns, policies and relevant standards and adequately communicated these.

Lloyd's Register Quality Assurance Limited (LRQA) has been contracted by BT to assure the report against this standard and is supported in its work by BT's Internal Audit Department.

An Independent Advisory Panel was also recruited to ensure that difficult or uncomfortable issues are not neglected. Panel members were selected on the basis of their independence of thought, experience and insight – as well as their knowledge of corporate accountability.

In addition to its overall assurance role, LRQA ensure that we don't provide unreliable data or make claims that we can't back up. This includes identifying and assessing the data gathering systems and validating data samples.

The work of LRQA is complemented by the role of BT's Internal Audit department, which undertakes substantial work to validate data and information.

Further technical details on how we determine our critical aspects, indicators and targets in line with the AA1000 Assurance Standard principles of materiality, completeness and responsiveness are contained in the 'About the report' section of the Better World site.

Navigation

To help you find your way round the site, we have provided four separate indexes:

- An Alphabetical Index
- An Index based on the Global Reporting Initiative (GRI) Guidelines – to help you read the report in accordance with the GRI structure and to aid comparability with other reporting organisations.
- An Index based on our Statement of Business Practice, The Way We Work – to help you identify performance against our business principles, aspirations and specific commitments.
- An Index based on the nine principles of the United Nations Global Compact.

Information and data on this page has been verified by Lloyd's Register Quality Assurance Ltd.