

Data and targets



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world

Data and targets

In this section you will find:

- BT's 12 non-financial key performance indicators (KPIs) for a quick overview of our social and environmental performance
- Our social and environmental performance data
- Our social and environmental performance targets, including our progress against the targets set in previous financial years.

Key performance indicators

Our 12 non-financial key performance indicators (KPIs) are designed to provide a quick overview of BT's social and environmental performance. They help you understand what our stakeholders, and we, consider to be the most important issues.

The KPIs have been used to establish a set of strategic social and environmental targets to drive performance improvement across the business.

You can view our performance data and targets summary for all our [KPIs here](#), with further information and commentary below.

All other performance figures are available in the [social and environmental data](#) section of this site.

Key performance indicator selection

The primary reference point in the identification of KPIs was BT's Statement of Business Practice. This sets out our business principles together with the specific aspirations and commitments that apply in our stakeholder relationships.

From here specific indicators were derived from a consultation involving report users such as investors, customers and employees, together with outside experts such as the [BT Leadership Panel](#). Our KPIs includes at least one indicator for each of our four important stakeholder groups (customers, employees, community and suppliers) and reflects key issues of social concern (integrity, digital inclusion and environment).

In the 2005 financial year, one new indicator was added and several existing KPIs were changed:

- For the first time we have included a measure of our sickness absence rate
- We have broadened our Significant Incident Rate KPI to cover all Lost Time Injuries
- an Employee Engagement Index (replacing the People Satisfaction Index)
- an Ethics Performance Measure (replacing the Awareness of Business Practice target).

We will be carrying out a major review of all KPIs in the 2006 financial year.

Summary

This performance relates to the 2005 financial year, compared with 2004:

- Customer dissatisfaction down
- Broadband now available to of all UK homes and businesses, up to over 95%
- Employee Engagement Index up to 65% from 64%
- Increase in the percentage of ethnic minority employees from 8.9% to 9.2% and disabled employees from 2.1% to 2.2%, though the percentage of

women declined from 22.7% to 22.4%

- Global Warming CO2 emissions down
- Waste to landfill down
- Lost Time Injury rate per 100,000 hours worked is 0.480 cases, compared to 0.620 in the 2004 financial year
- 240 Ethical trading risk assessment questionnaires completed by suppliers with 100% follow up
- Ethics Performance Measure of 70%
- Direct community investment of £9.1 million plus £11.7 million in further funding and support in kind.

Below is a summary of our performance in the KPIs during the 2005 financial year. More detailed information can be found by following the links to the relevant sections.

Customers

We did not meet our target to reduce customer dissatisfaction by 25% a year over the 3 years to the 2005 financial year, a key target in our drive to deliver the highest levels of customer satisfaction. However, we still managed a creditable reduction of 23% on a compound annual basis over the past 3 years.

BT is determined to spread the benefits of broadband as widely as possible. Broadband is now available to 95% of UK homes and businesses. By the summer of 2005 we expect to have extended coverage to 99.6% of the UK population.

Employees

People continue to feel committed and satisfied with working for BT.

During the 2005 financial year, we introduced a new Employee Engagement Index, replacing the People Satisfaction Index. The new index helps us understand how engaged or disengaged a team is and covers issues such as team working; senior management and communication and work-life balance.

We have achieved our target of sustaining 8% of our employees being from an ethnic minority background, which rose to 9.2%. However, whilst the number of disabled employees in BT rose from 2.1% to 2.2%, we failed to meet our target to increase the level of disabled employees to 2.5%. Similarly, we failed to increase the representation of women in BT as a whole, which has fallen from 22.7% to 22.4%. This suggests that retention rather than recruitment is the barrier to progress.

Providing a safe place to work and promoting a healthy lifestyle are critical to our employee relationships and we are seeing some excellent progress in these areas. Our significant incident rate (the reported number of injuries, diseases and dangerous occurrences) was down from 87 accidents per 10,000 full time employees in the UK to 61 this year.

Suppliers

It is vitally important that our suppliers provide working conditions consistent with international guidelines such as the UN's Universal Declaration of Human Rights.

We continued to roll out our ethical trading programme to those places where we believe the risk of falling

short of our Sourcing with Human Dignity standard is at its highest.

Two hundred and forty ethical trading risk assessment questionnaires have been completed and 11, on-site assessments have been undertaken and improvement plans are in place where required. We are continuing to focus our action on high and medium risk areas.

Community

We have made the commitment to provide a minimum of 1% of our UK pre-tax profits to activities in support of society, either through direct funding or through support in kind. This year we provided £9.1 million to activities in direct support of society, plus £11.7 million in further funding and support in kind.

Environment

Telecommunications is seen as an environmentally friendly technology. But the sheer scale and reach of our business create a sizeable environmental footprint. For example, BT is one of the largest consumers of industrial and commercial electricity in the UK.

We are expecting the roll out of broadband to increase our electricity use - though investment in energy efficiency enabled us to minimise the overall increase in consumption to 3.1% during the 2005 financial year.

We have set a target to cap our 2010 CO2 emissions at 25% below those of 1996. This compares favourably with the UK Government's own target for CO2 reduction of 20% below 1990 levels by 2010. BT's global warming CO2 emissions are now 53% less than

the level they were at in 1996. Also important is the disposal of our waste. This year we have increased the percentage of the total waste we recycle from 26% to 34% and reduced our waste going to landfill from 79,677 to 73,201 tonnes.

Integrity

In today's world, integrity and fulfilling our promises are increasingly critical.

Our Statement of Business Practice, The Way We Work, is a key document, setting out the principles that apply to BT people all over the world.

During the 2005 financial year, we developed an Ethics Performance Measure (EPM). It includes our existing Awareness of the Statement of Business Practice measure, plus an external benchmarking study and two questions from our annual staff attitude survey. It moves us away from a purely perception-based measure towards one of performance. Our target is 71% in 2006.

Download the [KPI performance data and targets sheet](#) as a PDF document



Key performance indicators and targets

Category	Indicator	2005	2004	2003	Target 2006
Customers	Customer Dissatisfaction – against an objective of reducing the number of dissatisfied customers by 25% per year over three years	23% compound reduction*	29% compound reduction*	37% compound reduction*	To increase the number of extremely and very satisfied customers by 5%†
Employees	Employee Engagement Index – a measure of the overall success of BT's relationship with its employees	65%	64%	Not available‡	To achieve 66% by March 2006
	Diversity – a measure of the diversity of the BT workforce	22.4% Women (22.1% of senior) 9.2% Ethnic Minority (8.1% of senior) 2.2% Disabled (0.7% of senior)	22.7% Women (21% of senior) 8.9% Ethnic Minority (7.6% of senior) 2.1% Disabled	23.8% Women (20% of senior) 8.2% Ethnic Minority (7.0% of senior) 2.0% Disabled	To maintain or improve on the figures for the 2005 financial year
	H&S: Lost Time Injury Rate – rate of Lost Time Injury Incidents expressed as a rate per 100,000 hours worked on a 12-month rolling average	0.480 cases per 100,000 working hours	0.620 cases per 100,000 working hours	0.885 cases per 100,000 working hours	Reduce to 0.41 cases per 100,000 hours during the 2006 financial year
	H&S: Sickness Absence Rate – percentage of calendar days lost to sickness absence expressed as a 12-month rolling average	2.68% calendar days lost to sickness absence	3.06% calendar days lost to sickness absence	3.44% calendar days lost to sickness absence	Reduce to 2.57% calendar days lost due to sickness absence during the 2006 financial year
Suppliers	Supplier Relationships – a measure of the overall success of BT's relationship with its suppliers	Not available‡	94%	Not available‡	To repeat a measure in the 2006 financial year and achieve more than 90%
	Ethical Trading – a measure of the application of BT's supply chain human rights standard	240 risk assessments with 100% follow-up ^Δ	242 risk assessments with 100% follow-up ^Δ	31 risk assessments with 100% follow-up ^Δ	To achieve 100% follow up within three months for all suppliers identified as high or medium risk ^Δ
Community	Community contribution – a measure of our investment in society	£20.8m in funding and support in kind	£18m in funding and support in kind	£26.1m in funding and support in kind	Maintain a minimum investment of 1% of pre-tax profits
Environment	Global Warming CO₂ emissions – a measure of BT's climate change impact	53% below 1996 levels	42% below 1996 levels	40% below 1996 levels	Cap 2010 CO ₂ emissions at 25% below 1996 levels
	Waste to landfill and recycling – a measure of BT's use of resources	73,201 tonnes to landfill (66%) 37,408 tonnes recycled (34%)	79,677 tonnes to landfill (74%) 27,626 tonnes recycled (26%)	89,878 tonnes to landfill (76%) 27,809 tonnes recycled (24%)	By 31 March 2006, we will increase the waste recycled by 5% (recorded in tonnes)
Digital Inclusion	UK Addressable Broadband Market – a measure of the geographical reach of broadband	95% UK homes and businesses	More than 85% UK homes and businesses	67% UK homes and businesses	Broadband available to exchanges serving 99.6% of UK homes and businesses by summer 2005
Integrity	Ethical Performance Measure – a measure of our progress in acting with integrity	70%	Not available‡	Not available‡	To achieve 71% by March 2006

* revenue weighted

† this is a revenue-weighted measure and is combined with a target to limit the levels of dissatisfaction to March 2005 levels

‡ measure not used that year – see archived reports for earlier measures

^Δ risk assessments are based on completed questionnaires



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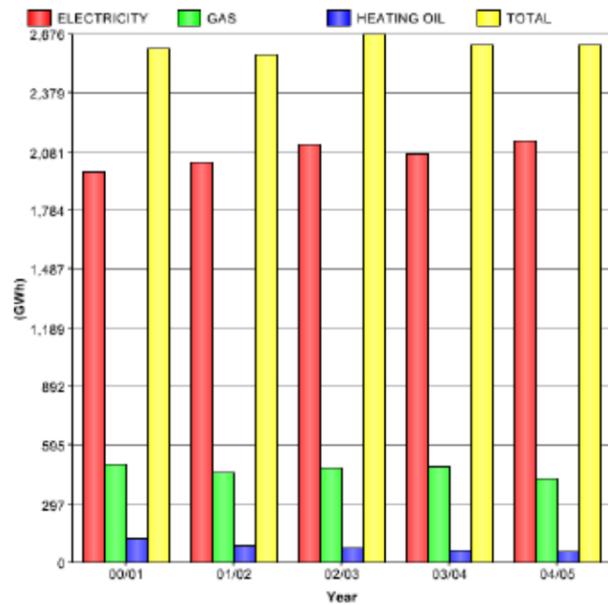
Data and targets

Social and environmental data

This sub-section only contains trended and analysed data. Other one-off quantified data is included and explained within the various sections of our report.

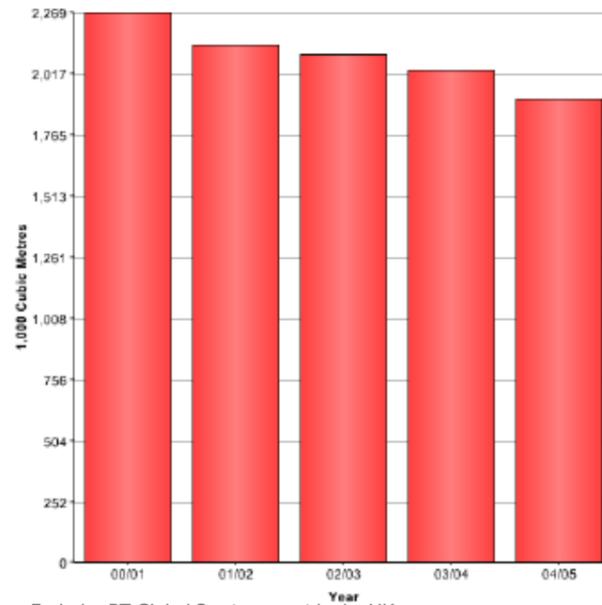
Fuel, energy and water

Energy consumption by BT's network & estate



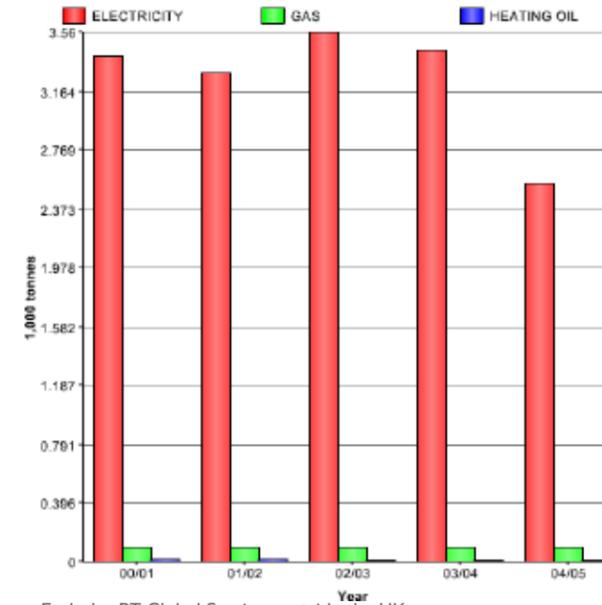
Excludes BT Global Services outside the UK.
Source: Invoices (not weather corrected). Figures include BT plc, BT Northern Ireland & Manx Telecom. Figures exclude Subsidiary companies and BT Tenants

Water used by BT's network & estate



Excludes BT Global Services outside the UK
Source: Invoices (not weather corrected). Figures include BT plc, BT Northern Ireland & Manx Telecom. Figures exclude Subsidiary companies and BT Tenants

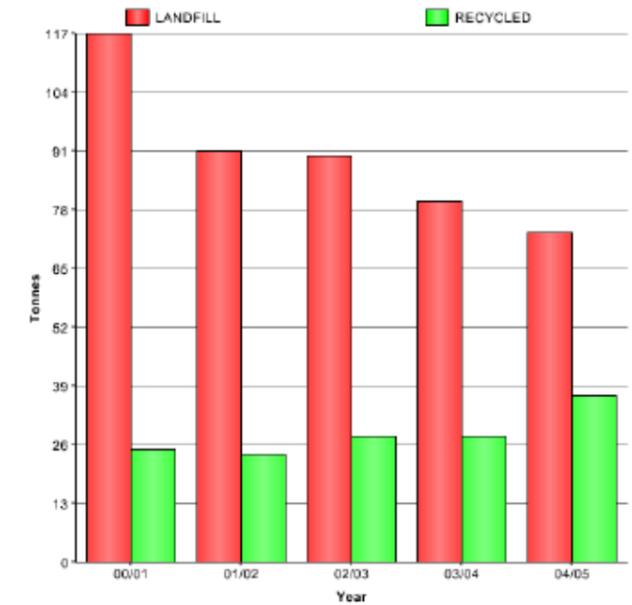
Approximate Emissions of Nox



Excludes BT Global Services outside the UK
Source: Emissions derived using Government conversion factors. Figures include BT plc, BT Northern Ireland & Manx Telecom. Figures exclude Subsidiary companies and BT Tenants

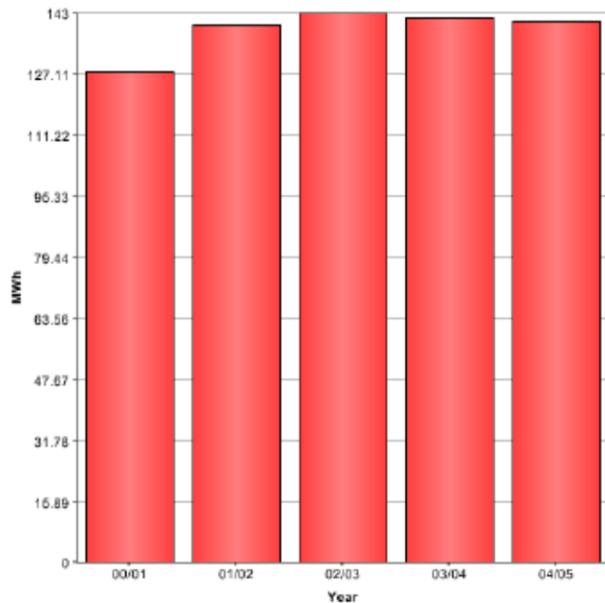
Waste

Waste arising and management



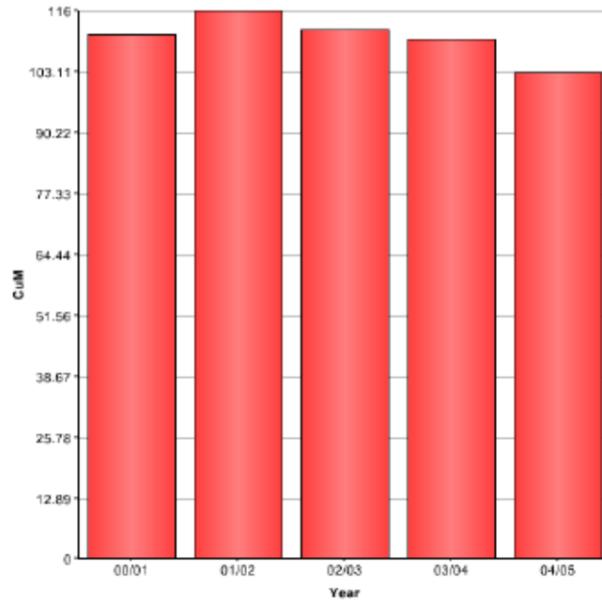
Excludes BT Global Services outside the UK.
Source: Contractors

Energy Consumed per £m Turnover



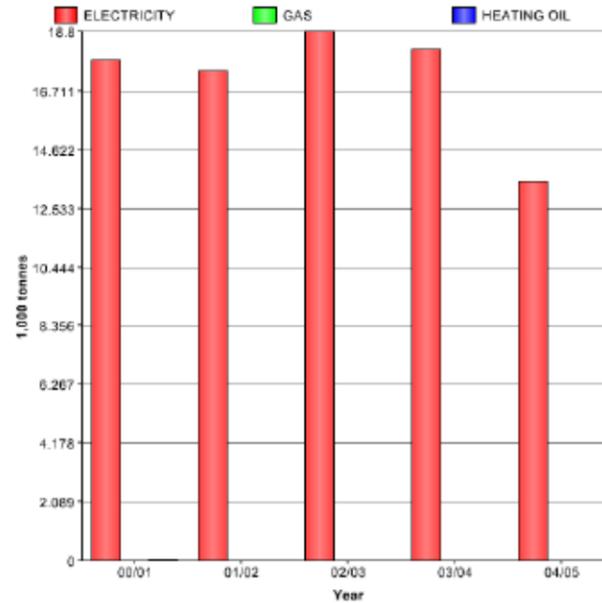
Excludes BT Global Services outside the UK
Source: Annual Report & Accounts, Energy Database

Water use per £m Turnover



Excludes BT Global Services outside the UK.
Source: Annual Report & Accounts, Energy Database

Approximate Emissions of SO2



Excludes BT Global Services outside the UK
Source: Emissions derived using Government conversion factors. Figures include BT plc, BT Northern Ireland & Manx Telecom. Figures exclude Subsidiary companies and BT Tenants



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Data and targets

Waste Type (tonnes)	Year 2001	Year 2002	Year 2003	Year 2004	Year 2005
Cable					
Switchboard cable	931	817	685	559	630
Mixed cable	1227	1284	965	577	1411
Aerial Self Supporting cable	932	744	874	806	728
Polythene covered cable	800	663	790	765	699
Lead covered cable	471	697	235	259	203
Optical fibre cable	1198	1204	746	474	670
Blown fibre cable	395	346	138	204	285
Total	5954	5756	4434	3645	4626
Telephone exchange equipment					
Miscellaneous equipment	935	1007	823	537	1906
Miscellaneous Metals	1293	1004	1202	912	2082
Payphone equipment	136	172	223	38	218
Telephones	580	516	431	464	697
Total	2944	2700	2679	1952	4902
Office & Packaging waste					
Office Paper	2116	1790	6264	1379	1277
Cardboard	1050	2250	1366	6288	5792
Plastics	31	Nil	14	34	0
Toner Cartridge	39	43	50	16	13
Silica desiccant	34	8	10	5	4
Aluminium cans	2	2	2	14	10
Plastic cups	12	11	12	15	9
Total	3284	4104	7719	7751	7105
Batteries					
Ni-cad rechargeable batteries	8	20	16	34	27
Exchanged lead acid batteries	4281	3483	2632	3408	3536
Vehicle Lead Acid Batteries	26	47	61	35	37
Total	4315	3550	2708	3477	3601

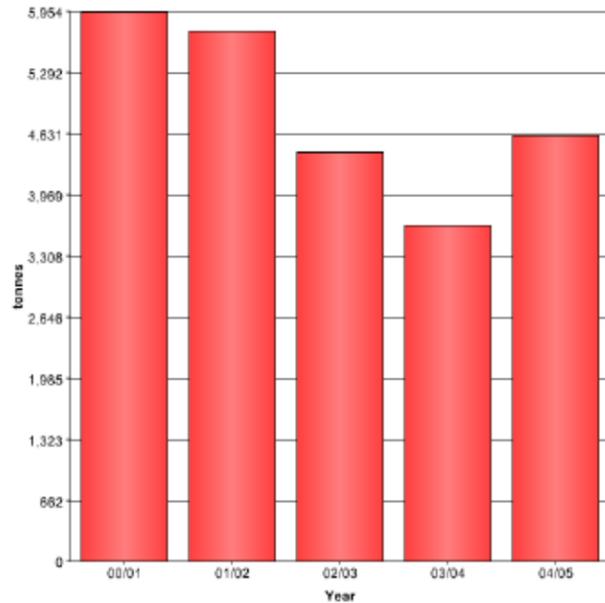
Waste Type (tonnes)	Year 2001	Year 2002	Year 2003	Year 2004	Year 2005
Transport related waste					
Lubricating oil	209	202	246	241	256
Oil filters	52	28	90	71	86
Antifreeze/water mixture	8	6	21	8	11
Brake fluid	2	1	1	1	1
Mixed fuel	18	15	3	2	4
Oil contaminated waste	7	8	12	12	12
Paint solvent/thinners	1	0	0	1	0.11
Tyres	545	496	404	485	438
Total	842	755	777	822	808
Misc Electrical Equipment					
General Scrap Metal		1213	853	1411	4416
Telephone directories	442	616	359	268	920
Telegraph Poles	3852	3926	6551	5103	6122
Computing Equipment	104	832	443	755	1470
Clothing	2	3	3	2	0
Catering Oil			80	44	25
Other (eg wood, glass, etc)				25	21
Catering Equipment				19	15
Fluorescent Tubes					11
Total	4400	6590	9112	9069	16378
Total waste recycled	21738	23456	27429	26714	37421
General Waste	117196	90900	89878	79677	73201
Total weight for all catagories	138934	114356	117308	106391	110622
Waste recycled (as % of total waste)	18%	21%	24%	26%	34%
Total income	£4.0 million	£4.2 million	£4.26 million	£3.9 million	£2.9 million
Total expenditure	£7.0 million	£8.1 million	£8.29 million	£9.9 million	£7.4 million
Landfill tax savings	£0.28 million	£0.3 million	£0.36 million	£0.38 million	£0.54 million
Total savings/costs	- £2.7 million	- £3.6 million	- £3.7 million	- £5.6 million	- £3.96 million



Data and targets

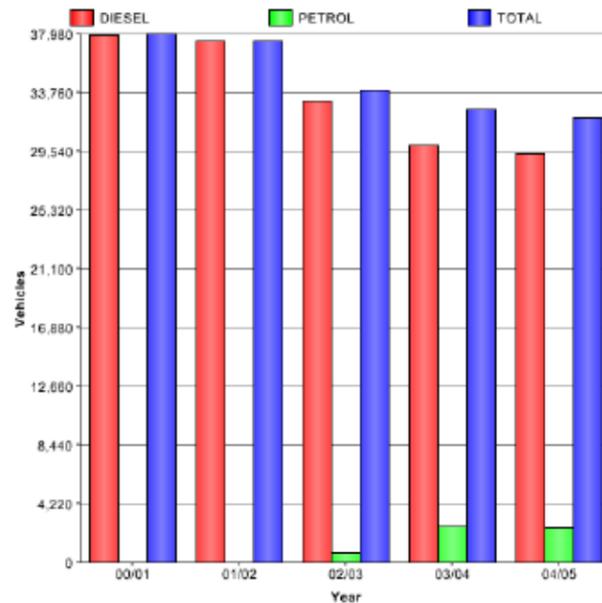
Transport

Quantities of scrap cable recovered for recycling



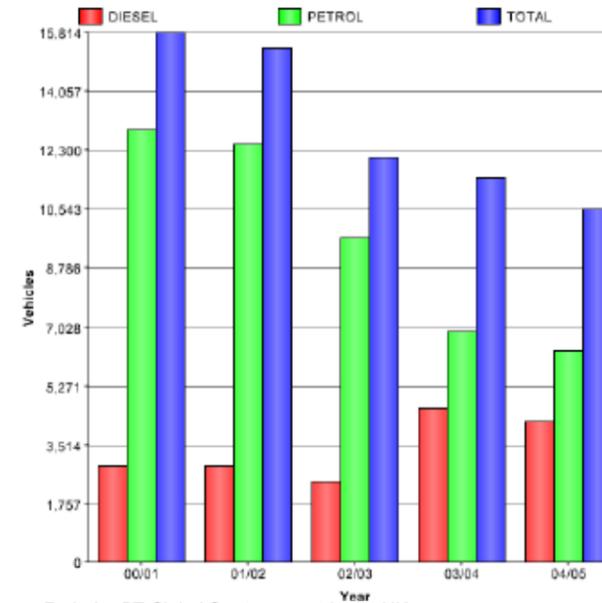
Excludes BT Global Services outside the UK.
Source: Contractors

Number of Vehicles in BT's Commercial Fleet



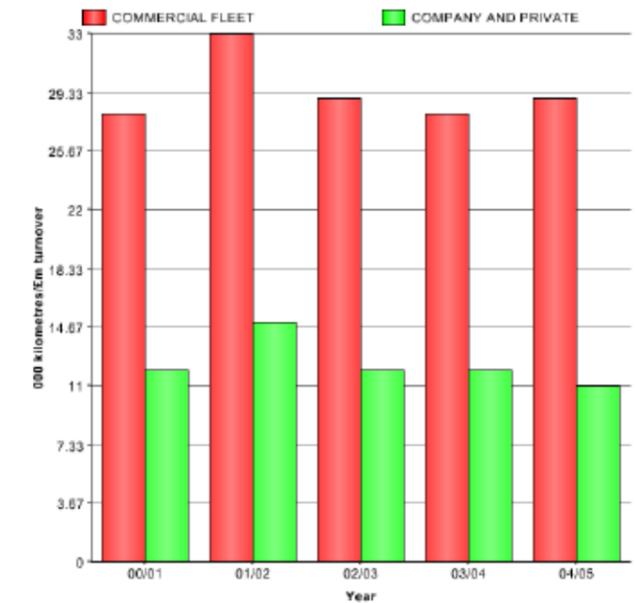
Excludes BT Global Services outside the UK
Source: BT's Vehicle Database

Total Number of Vehicles in the Company Car Fleet



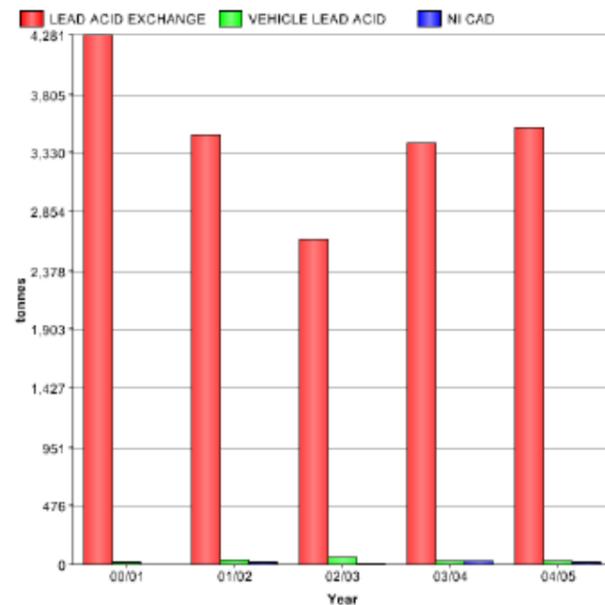
Excludes BT Global Services outside the UK.
Source: BT's Vehicle Database

Distance Travelled per £m Turnover



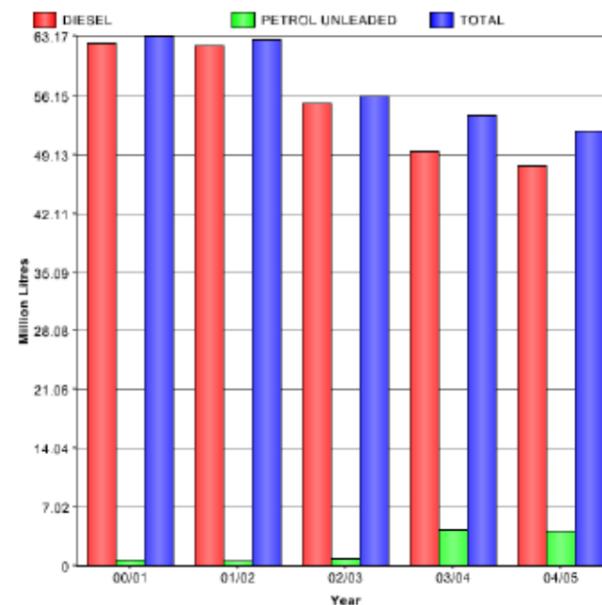
Excludes BT Global Services outside the UK
Source: Annual Report & Accounts, Transport Database

Quantities of batteries recycled



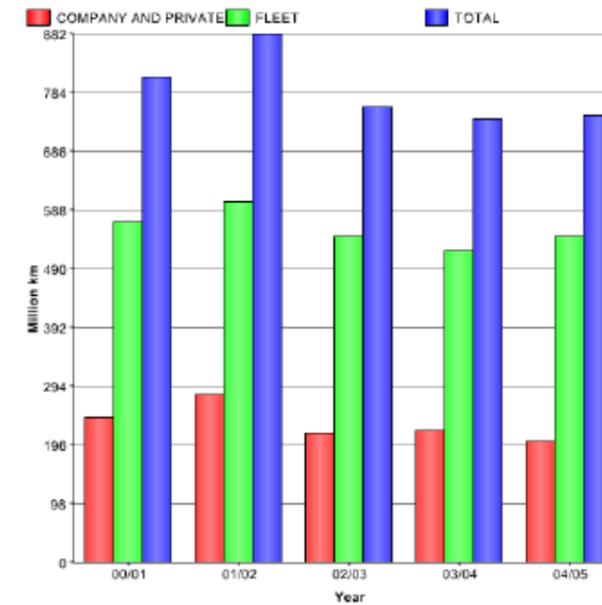
Excludes BT Global Services outside the UK.
Source: Contractors

Fuel used by BT's Commercial Fleet



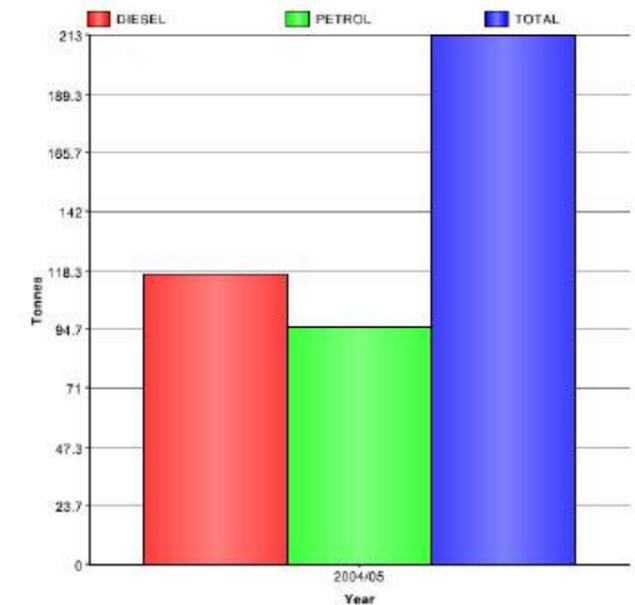
Excludes BT Global Services outside the UK
Source: BT's Vehicle Database

Distance Travelled by the Commercial Fleet, Company Cars & Private Vehicles on BT Business



Excludes BT Global Services outside the UK.
Source: BT's Vehicle Database & Business Expense Claims

Transport emissions by Commercial Fleet, Company Cars & Private Vehicles on BT Business



Excludes BT Global Services outside the UK.
Source: NETCEN (AEA Technology)



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Data and targets

Emissions to Air

CO2 Model

BT Carbon Dioxide (CO2 equivalents) Model

Base Year

	96/97	00/01	01/02	02/03	03/04	04/05
Emission Source	Amount (kg)	Amount (kg)	Amount (kg)	Amount (kg)	Amount (kg)	Amount (kg)
Electricity	1,202,340,000	870,616,653	643,384,535	625,042,555	596,870,724	440,251,967
Gas	110,770,000	95,606,308	87,599,284	91,629,939	92,599,797	81,196,740
Oil	66,500,000	31,149,226	21,863,202	18,597,767	15,677,851	14,352,750
Commercial Fleet Diesel	167,232,000	165,411,269	166,479,057	146,286,919	131,282,272	126,699,464
Commercial Fleet Petrol	18,480,000	1,730,012	1,491,142	2,115,145	9,951,175	9,603,799
Company Car Diesel	24,021,000	6,539,183	6,120,716	7,794,778	8,182,973	11,153,473
Company Car Petrol	16,296,000	30,378,257	38,127,971	25,238,685	25,513,068	17,303,091
Cars on BT Business (Diesel)	Note 1	794,318	822,231	581,916	600,521	600,826
Cars/Motorcycles on BT Business (petrol)	Note 1	4,710,125	4,954,311	3,508,096	3,584,361	3,785,867
Refrigeration Gas	Note 2	9,634,849	11,312,680	6,422,045	7,613,771	10,170,556
Rail travel	Note 2	11,331,224	11,159,653	11,873,532	12,168,782	13,484,611
Air Travel (short haul)	Note 2	10,375,194	7,666,251	5,544,424	4,711,583	6,006,193
Air Travel (long haul)	Note 2	14,674,189	5,638,300	3,982,182	7,000,831	9,866,11
Hire Cars (Diesel)	Note 2	23,954	943,227	1,745,243	1,163,209	2,670,362
Hire Cars (Petrol)	Note 2	2,888,259	20,154,402	8,726,216	12,316,408	12,777,391
Total CO2 emissions (kgs)	1605639000	1,255,863,020	1,027,716,962	959,089,442	929,237,325	759,923,191
Total CO2 emissions (Mtonnes)	1.61 Mtonnes	1.26 Mtonnes	1.03 Mtonnes	0.96 Mtonnes	0.93 Mtonnes	0.76 Mtonnes

Source Invoices, BT vehicle database, BT refrigerants database, BT expenses unit, BT travel management, DETR, AEAT NETCEN

Notes 1 Included in company car data

Notes 2 Data not available



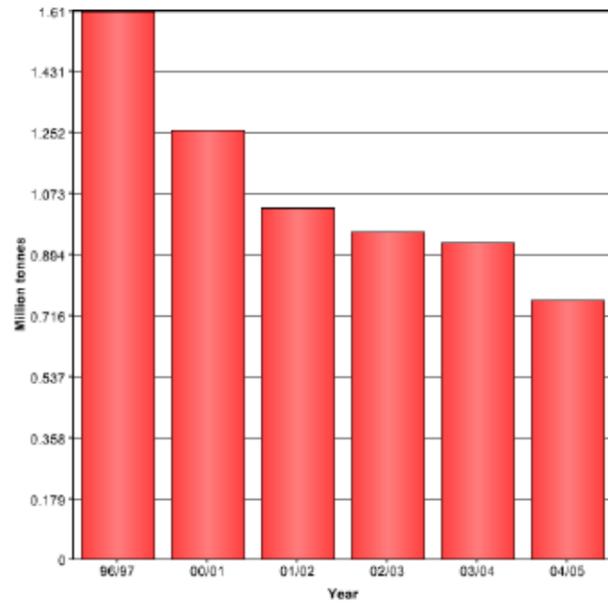
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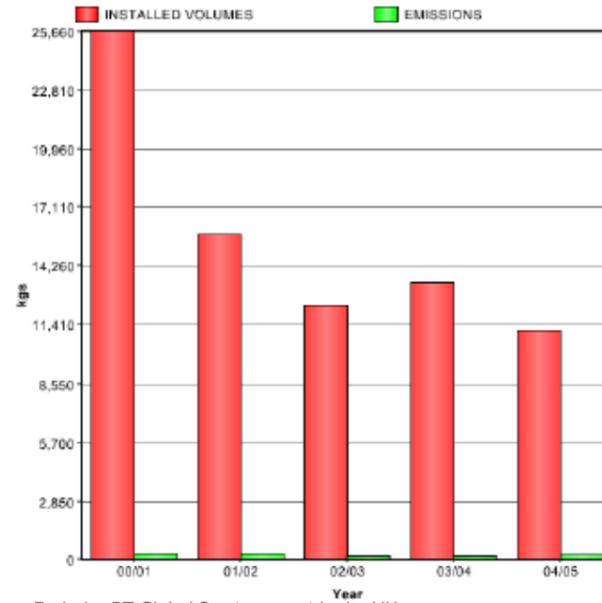
Data and targets

CO2 equivalent emissions



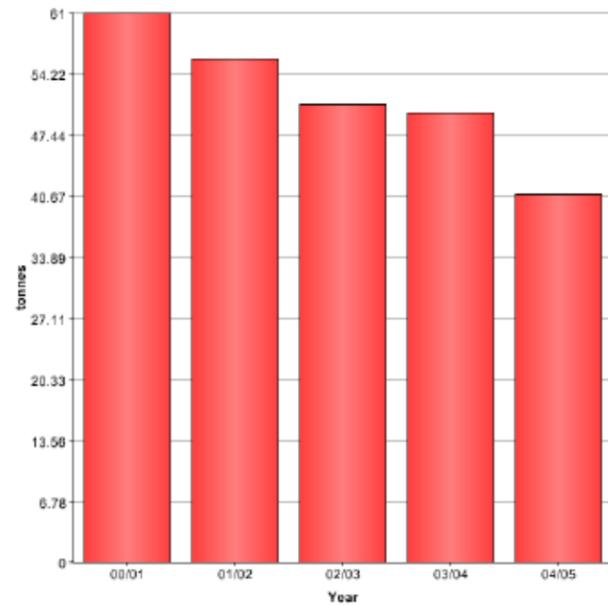
Excludes BT Global Services outside the UK. (96/97 is the CO2 target base year)
Source: Invoices, BT vehicle database, BT refrigerants database, BT expenses unit, BT travel management, DETR, AEAT NETCEN

CFC-11 equivalent emissions



Excludes BT Global Services outside the UK.
Source: Refrigerant database

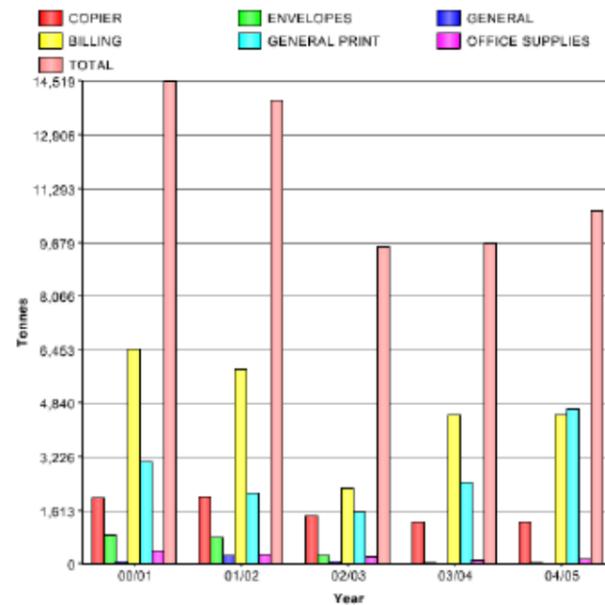
CO2 per £m Turnover



Excludes BT Global Services outside the UK.
Source: Annual Report & Accounts, CO2 Model

Benefits

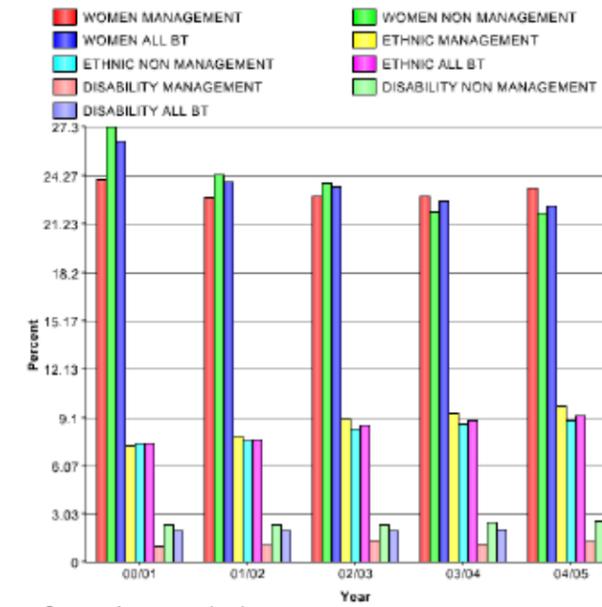
BT Paper Consumption



Excludes BT Global Services outside the UK
Source: BT Buyers

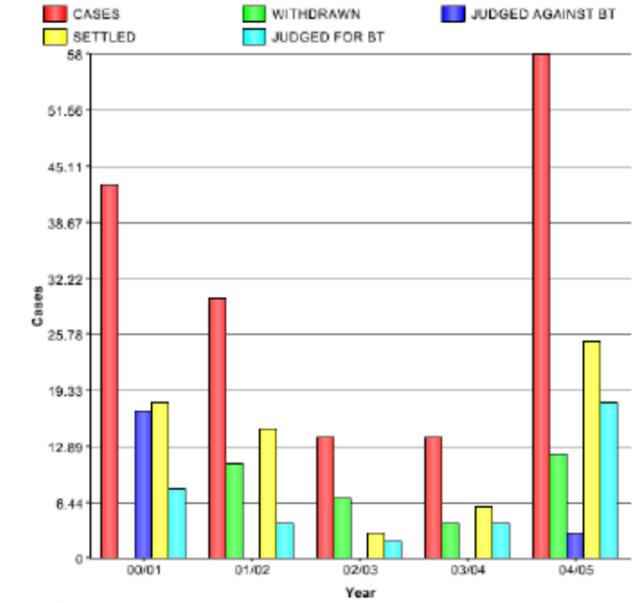
Employment

Diversity



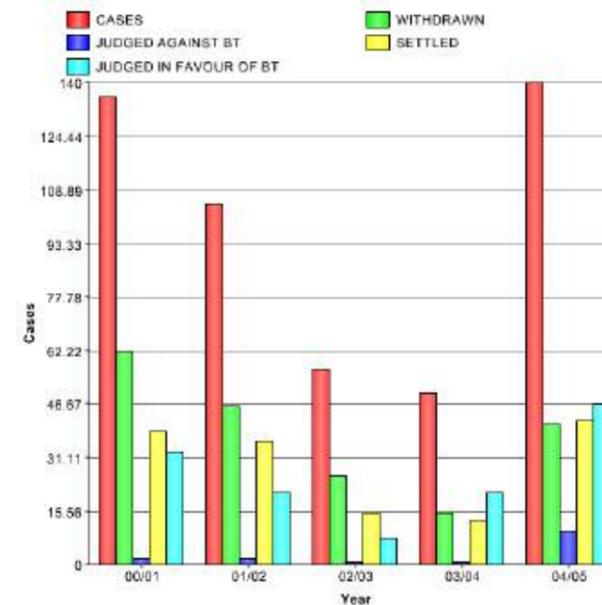
Source: Accenture database

Discrimination Litigation



Source: Group legal

Employee Tribunal cases

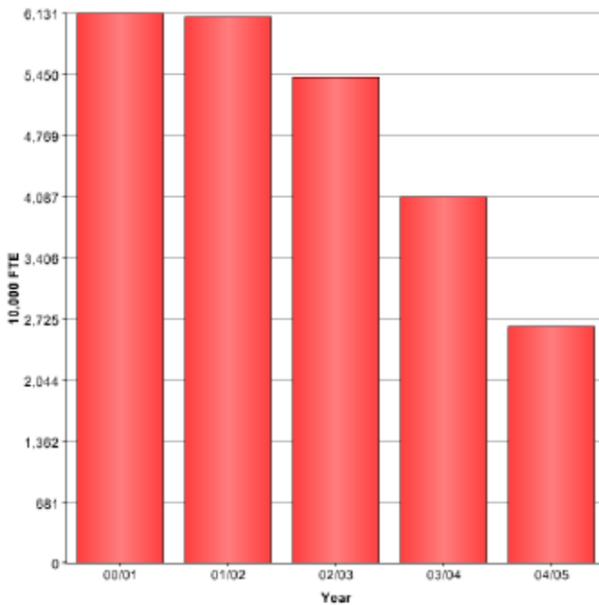


Source: Group legal

Data and targets

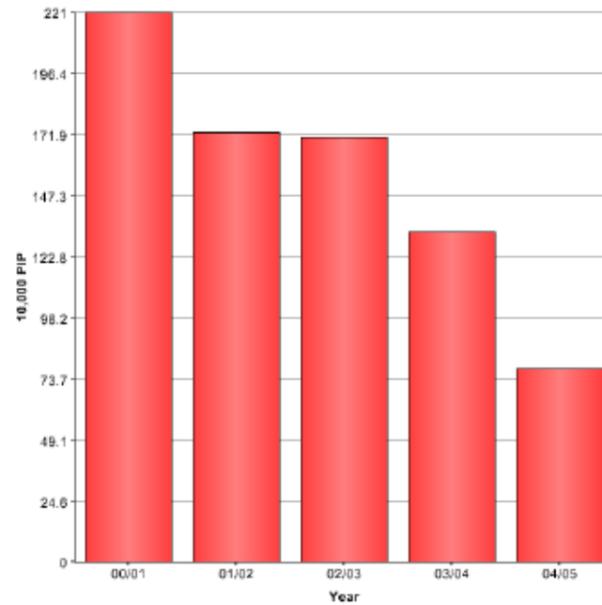
Health and Safety

Sick Absence due to Accidents



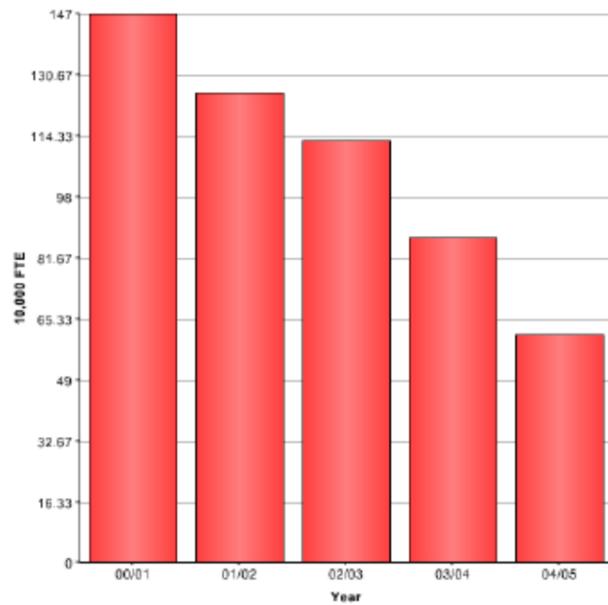
All figures (from 03/04 onwards) are now global
Source: Accenture database

Ill health cases with OHS referral



All figures (from 03/04 onwards) are now global
Source: Accenture database

Significant incident cases



All figures (from 03/04 onwards) are now global
Source: Accenture database

International Data

Bt Global Services Energy, Water and Waste data

	Electricity	Gas	Oil	Water	Waste	Waste
	kWh	kWh	litres	litres	Hazardous / Special Tonnes	General Tonnes
Spain	1,208,739	0	0	5,700,000	0.09	20
Switzerland	70,443	0	0	0	0	4.16
Americas	4,137,289	0	0	1,399,360	0	0
Germany	63,500,000	0	0	0	0	341
Hong Kong	276,554	0	0	0	0	0
Taiwan	47,042	0	0	467,000	0	0
Seoul	11,032	0	0	0	0	0
Beijing	2,400	0	0	0	0	0
Tokyo	149,781	0	0	0	0.3	5.8
Singapore	129,705	0	0	0	0	8
KL	29,456	0	0	0	0	0
Bangkok	159,822	0	0	0	0	2
Manila	Note 1	Note 1	Note 1	Note 1	Note 1	Note 1
India	234,396	0	0	18,431	0	0
Sydney	487,715	0	0	1,182,800	0	13
Melbourne	82,656	73,061	0	16,425	0	0
Netherlands	29,265,463	504,961	500	8,693,000	0	149
Ireland	21,662,184	1,424,774	796	0	0	233.1
CEE	303,114	0	100	0	0	0
France	Note 2	Note 2	Note 2	Note 2	Note 2	Note 2
TOTALS	121,757,791	2,002,796	1,396	17,477,016	0	776

Notes 1 Data insignificant. Manila operations comprise 6 people in a shared office.

Notes 2 Data not available



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



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

Data and targets

Target status report

We have established a set of targets to improve our social and environmental performance.

Details of all our targets are given below. We also provide interim updates on progress against our targets on a quarterly basis (with the exception of quarter one) on the Better World website.

Those social and environmental targets which have been identified as particularly important feature in [key performance indicators](#).

NB: interim target updates (where indicated) ARE NOT verified by LRQA. LRQA verifies progress against targets on an annual basis only.

Performance against targets

Our 2004 Social and Environmental report included 45 targets. Of these, 33 were completed, 3 remain on target, 2 are delayed and 7 failed.

We have introduced 58 new targets this year and progress on these, as well as our 5 ongoing targets, will be tracked on a quarterly basis.

Business Principles

Target start date	end date	Description	Update	Target status
April 2005	March 2006	To help embed CSR into the business and ensure that corporate responsibility becomes part of our day-to-day activities, we will ensure that due consideration to CR opportunities and risks are included as a part of our business case authorisation process and our integration process for newly acquired businesses coming into Global Services (Albacom, Infonet and Radienz). Additionally, we will ensure that awareness of CR is raised through focussed communication across Global Services.		New
April 2005	March 2006	95% of managers and 90% of team members will have completed regulatory compliance training.		New
April 2005	March 2006	We will increase our Ethics Performance Measure score to 71% from 70%.		New
April 2004	March 2005	We will maintain the awareness of the BT Statement of Business Practice (The Way We Work) amongst UK-based employees at a minimum of 75%.	Survey for all employees shows awareness of >75%.	Completed
April 2004	March 2005	We will develop a new, index-based indicator to measure our effectiveness at implementing BT's Statement of Business Practice (The Way We Work).	A new index has been developed.	Completed
April 2003	March 2005	Indicators on the awareness of BT's Statement of Business Practice will be extended to incorporate BT's wholly owned international activities.	Global have undertaken a separate survey for people outside the UK.	Completed

Community

Target start date	end date	Description	Update	Target status
April 2005	March 2006	We will provide a minimum of 1% of our 2004 financial year UK pre-tax profits to activities in support of society, either through direct funding or through support in kind.		New
April 2005	March 2006	We will extend the existing sponsorship of an Indian school programme (based in a deprived area of Delhi) to a second school in Pune.		New
April 2005	March 2006	We will launch the LifeLines India community investment programme (in support of the UN Millennium Development Goal, aimed at bridging the digital divide in a developing country).		New
April 2005	March 2006	We will extend our volunteering and charity matching activities to employees based internationally to give something back to the key communities in which we are present around the globe. Following research on local fit, a programme of country implementation with appropriate volunteering and charity matching activities, funding and measures will be agreed with the Global Services Executive.		New
April 2004	March 2005	We will provide a minimum of 1% of our 2003 financial year UK pre-tax profits to activities in support of society, either through direct funding or through support in kind.	The target was achieved with a total figure of £20.8 million representing 1.1% of pre tax profits for the 2004 financial year.	Completed



Data and targets

Customers

Target start date end date	Description	Update	Target status
April 2005 March 2006	We will increase the number of extremely and very satisfied customers by 5% and limit the levels of dissatisfaction to March 2005 levels (revenue-weighted measure).		New
April 2004 March 2005	We will reduce the number of dissatisfied customers by 25% over 3 years (2002-2005) according to a revenue-weighted calculation.	Despite failing to achieve this target, we still managed a creditable reduction of 23% on a compound annual basis over the past 3 years.	Failed

Employees

Target start date end date	Description	Update	Target status
April 2005 March 2006	We will achieve a 4% reduction in the incidences of ill health meriting referral to occupational health which may be possibly attributable to work activity within the UK expressed as cases per 10,000 people in post.		New
April 2005 March 2006	We will maintain or improve on our 2005 representation levels of women, ethnic minority and disabled employees.		New
April 2005 March 2006	We will maintain or improve representation levels of people over 50 in BT, proportional to that which exists in the UK labour force (currently BT 24.9% and UK Labour force 33.34%).		New
April 2005 March 2006	We will conduct a strategic review of our gender related activities, to understand how we can best focus our resources in future years to improve the representation of women in BT.		New

Employees continued

Target start date end date	Description	Update	Target status
April 2005 March 2006	We investigate whether, or not, the statistical distribution of performance ratings amongst ethnic minority employees is a "normal distribution" (using the ethnically white workforce as a comparison). If this is not the case we shall put in place a plan to start to identify any underlying causes.		New
April 2005 March 2006	We commence a comparison of the demographic distribution of BT ethnic minority employees with the ethnic distribution of the national (UK labour force), in order to understand where, if necessary, we need to prioritise action in future years.		New
April 2005 March 2006	We will work with our Executive Search companies to ensure that they are able to provide diverse recruitment lists for our senior management vacancies.		New
April 2005 March 2006	We will ensure that there is proactive diversity management of the talent pool for executives initially through analysis of sample short lists for executive positions by gender.		New
April 2005 March 2006	We will be continuing to work to ensure that BT's policy and practice reflect the spirit and intent of our disability vision.		New
April 2005 March 2006	We increase the Employee Engagement Index to 66%.		New
April 2005 March 2006	We will achieve a 4% reduction in the total sickness absence expressed as Calendar Days lost.		New
April 2005 March 2006	We will have no successful prosecutions or prohibition notices served against the company.		New



Data and targets

Employees continued

Target start date end date	Description	Update	Target status
April 2005 March 2006	We will achieve a 15% reduction in the Lost Time Injury rate, expressed as the number of incidents per million working hours.		New
April 2004 March 2005	We will introduce new country-specific diversity training in BT's non-UK operations where culturally and legally possible.	The BTGS Diversity Awareness training is now coming towards the end of it's development stage. The training was pushed back due to operational issues and is now due to be rolled out in Q1 of 2005-6. The UK version of the training is currently being piloted. The 15 country versions, with both specific country legislation and policy, are planned for completion and roll out in June 2005.	Delayed
April 2004 March 2005	Within the UK, we will achieve a 70 per cent reduction in the number of sick absence days lost as a result of accidents at work.	The reduction achieved was 56.8%.	Failed
April 2004 March 2005	Within the UK, we will achieve a 50 per cent reduction in incidences of ill health meriting referral to occupational health which are possibly attributable to work activity.	The reduction achieved was 64.9%.	Completed
April 2004 March 2005	Within the UK, we will achieve a 50 per cent reduction in the number of Significant Incidents resulting in the requirement to send a report to the Enforcing Authorities.	The reduction achieved was 58.5%.	Completed
April 2004 March 2005	We will increase the percentage of BT people that are women to 25%.	Failed, end of year figure was 22.4%.	Failed

Employees continued

Target start date end date	Description	Update	Target status
April 2004 March 2005	We will hold the percentage of BT people that are from ethnic minorities to at least 8%.	Achieved, with an end of year total of 9.2%.	Completed
April 2004 March 2005	We will understand and address the barriers to greater ethnic minority representation amongst BT's senior management.	We now have a greater understanding of the barriers to representation at the senior level and plans have now been laid to implement a number of actions throughout 05/06, which will address these issues.	Completed
April 2004 March 2005	We will understand and address the barriers to greater female representation amongst BT's senior management.	We now have a greater understanding of the barriers to representation at the senior level and plans have now been laid to implement a number of actions throughout 05/06, which will address these issues.	Completed
April 2004 March 2005	We will undertake health checks on the equality and diversity practices of BT outside the UK	The health-checks have now been incorporated into the development of the Diversity training. The training refers to local and BT wide policy and practice and therefore in the development of the training, a full round up of 15 countries policy and practices was obtained to ensure that we provide local HR policy where possible. Further health-checks on specific "hotspot" areas such as disability will be carried out in 2005/6.	Completed



Data and targets

Environment: Fuel, energy and water

Target start date	end date	Description	Update	Target status
April 2005	March 2006	BT will, subject to planning restrictions and financial viability, develop and install two small-scale wind installations developing direct integration technology solutions with the communication power equipment.		New
April 2005	March 2006	BT will, subject to planning permission, install Photo voltaic electricity generation at one key 21st Century network site evaluating the integration options and output.		New
April 2005	March 2006	We will produce a business case describing the costs and benefits of replacing all network underground fuel tanks with internal double-skinned tanks, over various time-spans ranging from one year to 7 years. This will allow senior management and Finance to make an informed decision as to the best approach to follow.		New
April 2005	March 2006	BT will install and evaluate the benefits of installing remote profile water metering at 20 typical sites.		New
April 2005	March 2006	BT will reduce the energy consumption required in wet heated building by i.e. gas and oil by 2% weather corrected from the 2004/5 outturn. (N.B. excludes network electrical consumption)		New
April 2005	March 2006	Through implementation of energy efficiency measures, BT will implement energy efficiency measures to reduce electrical consumption by 12GWh within the BT Wholesale estate or process estate.		New
April 2005	March 2006	We will pressure test fuel tanks at 400 BT sites.		New
April 2005	March 2006	We will replace 100 underground tanks at high-risk locations with double-skinned internal tanks.		New

Environment: Fuel, energy and water continued

Target start date	end date	Description	Update	Target status
April 2005	March 2006	BT Ireland will complete energy surveys of 50% of its key sites.		New
April 2005	Installation Completion	BT will, as a direct result the installation of its new 21st Century multi- service access network, deliver a 30% line for line energy reduction.		New
April 2004	March 2005	We will Integrity Test fuel tanks at 611 BT sites. The main focus will be on buried fuel tanks that were first tested in 1999.	Completed. PSL have reported they have visited 726 BT sites to perform an Integrity test. This has exceeded the target set at the beginning of the year.	Completed
April 2004	March 2005	We will investigate the suitability for embedded wind generation across the BT operational estate (6000 Sites). The top 4 suitable sites (as identified by the joint audit process with the Carbon Trust) will be developed to full business case with appropriate technology identified.	The wind energy surveys have all been completed by the Carbon trust with business cases completed as required.	Completed
April 2004	March 2005	To have fully investigated and trial where practicable the uses of biodiesel in standby generation equipment at major sites where combustion exceeds 20MW.	A Bio diesel blend is currently being trialled at Goonhilly Downs Earth Station, with a view to further roll out where economically and technically viable.	Completed
April 2004	March 2005	We will reduce metered Water used BT in Premises by 2% from 2003/4 out-turn.	A 6.1% reduction in metered water use was achieved exceeding the target of 3% reduction by 3.1%.	Completed
April 2004	March 2005	We will reduce the energy consumption required to in wet heated building by i.e. gas and oil by 3% weather corrected from the 2003/04 outturn. (N.B. excludes network electrical consumption)	Our heating efficiency improved by 6.54% weather corrected, against our target of 3%. This is the sixth year in a row we have continued to improve our heating efficiency.	Completed



Data and targets

Environment: Fuel, energy and water continued

Target start date end date	Description	Update	Target status
April 2004 March 2005	Through implementation of energy efficiency measures, we will reduce our electrical consumption by 10GWh within the BT Wholesale estate.	Our energy efficiency measures delivered savings of 16.3 GWh this year.	Completed
April 2004 March 2005	We will reduce the energy consumption required to run its Premises i.e. all gas, oil and electricity, by 3% from the 2003/04 outturn. (N.B. excludes network electrical consumption).	Our premises energy dropped by 15% to our lowest estate energy usage figure since energy management records started.	Completed
April 2004 March 2005	One hundred locations where the operational underground storage facilities have been identified by the 'Environ' action plan as presenting the highest environmental risk will be decommissioned and the facilities upgraded.	Unfortunately, we only managed to decommission 92 tanks. Additionally, 5 high-risk sites from the Environ action plan were not included.	Failed
April 2002 Sept 2005	We will eliminate all bowsers from the BT fleet, which are used to transport gas oil to remote sites.	It is still our intention to eliminate all existing Bowers from the BT Fleet September 2005. Our Networks fuel tanks will then be refuelled by one of a variety of mechanisms the company has available.	On target

Environment: Waste

Target start date end date	Description	Update	Target status
April 2005 March 2006	We will increase the waste recycled by 5% (recorded in tonnes) based on our 31 March 2005 totals.		New
April 2005 March 2006	We will review the current processes in connection with paper and cardboard recycling to ensure BT is achieving the best possible results in this key area. The review will include the contribution made to recycling figures by using Materials Recovery Facilities.		New
April 2005 March 2006	BT Ireland will have drainage plans at all sites with standby generators.		New
April 2005 March 2006	BT Ireland will investigate the need for, and develop if appropriate, a new recycling route for Aluminium Cans at its key sites.		New
April 2004 March 2005	We will review the drainage infrastructure of polestacks to determine the preferred cost effective drainage solution to ensure environmental compliance and arrange a trial to prove the effectiveness of the recommended solution.	The EA have now responded and although there are some issues still under discussion, we have progressed the trial at Kings Lynn TEC and the works order has been placed on our external suppliers.	Completed
April 2004 March 2005	We will increase the amount of items recycled by 5% (recorded in tonnes) and measured against the March 2004 outturn figure.	The target was exceeded by a considerable amount and we achieved 36% against our target of 5%. This was largely due to initiatives to recover computing equipment, standby generators and mobile engine sets, all of which had a significant impact on the total tonnage recovered for recycling, increasing it by over 10,694 tonnes.	Completed



Data and targets

Environment: Transport

Target start date	end date	Description	Update	Target status
April 2005	March 2006	BT will put into action and provide subsequent recommendations on a field trial that has been developed to assess the fuel economy and driver feedback by limiting the maximum speed to 70mph on a selection of medium size commercial vehicles.		New
April 2004	March 2005	We will develop a pilot to assess the fuel economy from enabling the Speed Limiter function (limiting maximum speed to 70mph) on a sample of medium size commercial vehicles.	The technical instruction for activating the function has been established from Ford Mo Co along with the production build ranges of BT vehicles that can be suitably adapted. Our service bulletin and managers guides are complete and the pilot is about to go live for 50 vehicles.	Completed
April 2004	March 2005	We will reduce our commercial fleet by 2000 vehicles.	The commercial fleet was reduced by 664 vehicles from 32,633 to 31,969. Although we did not meet our target, given the increases in engineering activity, which resulted in a need for additional employees, we are still pleased with this improvement.	Failed

Environment: Emissions to Air

Target start date	end date	Description	Update	Target status
April 2005	March 2006	BT Ireland will identify the total volume of refrigerant used in its estate cooling plant.		New
April 2005	March 2006	We will maintain a 100% training record for Power Operations WTM's who handle refrigerant. This training can be accredited to either City and Guilds or the CITB.		New
April 2005	March 2006	We will verify the amount of refrigerant stock held by our Facilities contractor Monterey with a view to target setting on usage for 2006/7.		New
April 2005	March 2006	We will control the net usage of HCFC /CFC refrigerant to no more than 4% of the total refrigerant held.		New
April 2005	March 2006	We will reduce the amount of CFC/ HCFC's installed in the BT operational estate by 5%.		New
April 2005	March 2006	We will control the net usage of HFC refrigerant to no more than 9% of the total refrigerant held.		New
April 2004	March 2005	We will control the amount of net refrigerant (quantity purchased minus quantity returned for disposal/recycling) purchased by our operational network to no more than four per cent of the total refrigerant held.	Actual achievement was 2.88%.	Completed
April 2003	March 2010	We will reduce our carbon dioxide emissions (measured in tonnes CO2 equivalent) to 25% below 1996 levels.	Current CO2 emissions reduction is 53%, compared with 1996.	On target
April 2003	March 2005	We will reduce the amount of CFC/HCFC installed, as a percentage of the Operational Networks Estate installed/stock of CFC/HCFC, by 3.5 per cent.	This target has been completed with an 8.34% reduction in Networks installed CFC/HCFC stock.	Completed



Data and targets

Environment: Procurement

Target start date end date	Description	Update	Target status
April 2005 March 2006	BT Ireland will assess the potential to replace its current Photocopier paper with 100% recycled paper as per the new BTUK contract.		New
April 2004 March 2005	There will be evidence that continuous environmental improvement is being driven within 3 months with any supplier identified as requiring this, following their 'environmental risk assessment'.	Action is taken within three months.	Completed

Environment: Product Stewardship

Target start date end date	Description	Update	Target status
April 2005 March 2006	We will have reviewed the application of the Product Stewardship Generic Standard (GS19) for buying Electrical and Electronic Equipment.		New
April 2005 March 2006	BT will have assessed the RoHS compliance programme for BT Retail.		New
April 2004 March 2005	We will publish its roadmap of compliance to the RoHS Directive.	A WEEE and RoHS Compliance Guide has been published and supplied to over 1000 Product Managers in BT.	Completed
April 2004 March 2005	We will assess a lead free and potentially RoHS compliant product ahead of the 2006 deadline set in the Directive.	A suitable lead test kit has been identified and evaluated. A report was produced following assessment of a telephone and its mains adaptor manufactured using lead based solder and one manufactured using lead free solder. This will now be used to check, when necessary, whether or not our suppliers of Electrical and Electronic Equipment (EEE) are providing products that are manufactured using lead free solder.	Completed

Environment: Local Impacts

Target start date end date	Description	Update	Target status
April 2005 March 2006	Using the data derived from Local Impact related complaints and enquiries we will instigate an agreed number of root cause analysis focus groups/meetings in order to identify key areas for improvement.		New
April 2005 March 2006	We will have continued our involvement with the Council for National Parks (CNP) in order to assist with delivery of those aspects of the CNP business plan that relate to CNP forum membership commitments.		New
April 2005 March 2006	We will report on the impacts and costs of graffiti and fly posting on our external plant.		New
April 2005 March 2006	We will have completed an appropriate study to determine the specific level of impacts relating to both the aesthetic lighting and the lighting of the various BT facilities within the UK.		New
April 2004 March 2005	We will develop a suitable database to ensure all Local Impact related customer complaints/enquiries received outside the normal Customer Complaint Handling process, are suitably logged, owned and dealt with in a timely manner to minimise customer dissatisfaction.	We have continued to maintain a log of issues that may fall outside our normal CCH process. However, in order to reduce the number of issues falling into the non CCH category we have amended our web contact pages to assist our customers with the correct channels for reporting. This has had a positive impact on the environment helpdesk and issues to the Local Impacts Team have been minimised. We are also measuring the complaints received through CCH channels for trends.	Completed



Data and targets

Environment: Local Impacts continued

Target start date end date	Description	Update	Target status
April 2004 March 2005	We will enter into constructive dialogue with representatives of the Council for National Parks (CNP), to develop a better understanding of communal targets and objectives.	BT has maintained its membership of the CNP forum and through our membership we have been involved with the agreement of the CNP business plan. We have continued our dialogue with both the CNP and other interested parties and have assisted CNP members with updates on projects that may affect the national parks. We also attended a joint workshop with the Friends of the Lake District and hope to continue communication in this area.	Completed
April 2004 March 2005	We will set up a new forum, attended by appropriate and suitably knowledgeable members, to discuss, resolve and promote issues relating to Local Impacts in order to raise visibility both within and outside BT.	The Forum is established. The forum now operates on a quarterly basis as agreed by the Forum members and BT's Local Impacts 'owner'.	Completed

Environment: General

Target start date end date	Description	Update	Target status
April 2005 March 2006	50% of BT Ireland people will complete the CBT environmental awareness training package.		New
April 2003 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.	We have collated data related to energy/water use for GS activities. At this stage we have not included transport or emissions to air as we've decided to concentrate on our key environmental impacts. Earlier surveys revealed that our activities outside the UK do not have any significant impacts around transport /emissions.	Delayed

Suppliers

Target start date end date	Description	Update	Target status
April 2005 March 2006	We will coach and share best practice with a Tier One Supplier by effecting a joint CSR assessment within the supply chain.		New
April 2005 March 2006	We will hold a workshop with our Tier One Suppliers to share best practice and drive progress towards our CSR standards.		New
April 2005 March 2006	There will be evidence of follow up action taken within 3 months with all suppliers who have been identified as requiring continuous improvement as a result of completing our CSR questionnaires.		New
April 2005 March 2006	We will take forward our dialogue with the NGO/Stakeholder community to drive continuous improvement.		New
April 2005 March 2006	We will repeat a measure of BT's supplier relationship and achieve more than 90%.		New
April 2004 March 2005	We will have analysed responses to our supplier relationship survey and identified areas for improvement.	Analysis completed and copies of The Way We Work sent out to suppliers.	Completed
April 2004 March 2005	There will be evidence that action within three months has been conducted with all contracts identified as high or medium risk following a GS18 Sourcing with Human Dignity risk assessment.	Action is taken within three months	Completed
April 2004 March 2005	We will establish a trade union and NGO group to provide advice on BT's supply chain human rights activities.	BT, as part of the GeSI (Global e-Sustainability Initiative) Supply Chain Working Group, held a Stakeholder Forum on 8th April 2005. We actively sought feedback on our supplier questionnaire, and the direction of the working group.	Completed



Data and targets

Stakeholder Dialogue

Target start date end date	Description	Update	Target status
April 2005 March 2006	The percentage of BT employees agreeing with the statement that 'BT takes its responsibilities to society and the community very seriously or seriously' will remain at 90%.		New
April 2005 March 2006	The percentage of all UK Adults participating in the MORI survey who agree with the statement that 'BT takes its responsibilities to society and the community very seriously or seriously' will reach 51% up from 50%.		New
April 2004 March 2005	The percentage of all UK Adults participating in the MORI survey who agree with the statement that 'BT takes its responsibilities to society and the community very seriously or seriously' will reach 55%, up from 52%.	Survey result was 50%.	Failed
April 2004 March 2005	The percentage of BT employees agreeing with the statement that 'BT takes its responsibilities to society and the community very seriously or seriously' will be 88%, up from 85%.	Survey result was 90%.	Completed
April 2004 March 2005	The percentage agreeing with the statement that 'BT takes its responsibilities to society and the community very seriously or seriously' in a UK Opinion Leader Survey will be 58%, up from 55%.	Failed, survey result was 49%.	Failed

Digital Inclusion

Target start date end date	Description	Update	Target status
April 2005 March 2006	Engage with Age and Disability stakeholders to address recommendations of Digital Divide 2025 report.		New
April 2004 March 2005	We will publish the results of our EverybodyOnline (information and communications technology and community development) projects with UK-charity campaign group Citizens Online.	Report for year 02-03 added to betterworld reports section in October 2004.	Completed
April 2004 Sept' 2005	We will make Broadband available to exchanges serving over 99% of UK homes and businesses. More than 95 per cent of UK homes and businesses are now connected to broadband-enabled exchanges and that figure will reach 99.6 per cent by this summer, putting the UK ahead of any other G7 country in terms of DSL availability.		On target

