



Changing world: Sustained values

Our 2010 Sustainability Review



Business practice and economics



We know that success comes from strong foundations. We are committed to operating responsibly and to integrating sustainable practices in all areas of our business.

This section describes our:

- Business principles
- Public policy activities
- Approach to human rights
- Economic impacts
- Approach to responsible marketing.

Regulation

It is BT's policy to comply with all relevant regulation where we operate while encouraging innovation based on informed and fully assessed commercial risks.

All aspects of our approach to regulations and regulatory compliance can be found on our [Regulatory and Public Affairs](#) pages. This includes our annual report of the Equality of Access Board.

The Way We Work – our statement of business practice

Our Statement of Business Practice, [The Way We Work](#), applies worldwide to all employees, agents, contractors and others representing BT.

It provides guidance on how to compete fairly, deal with conflicts of interest, act within the law, manage risks, protect the environment etc.

Our reputation for acting with integrity strengthens each time we stick to our business principles. This might mean that we have to reject potential new business if it looks as though it would force us to compromise.

Specific issues covered by The Way We Work and our ethical policies include:

- relationships and dealings with customers and suppliers;
- declaration of conflicts of interest;
- our Anti-Corruption and Bribery Policy
- a culture where BT employees will not offer or accept gifts or hospitality which encourages or rewards a decision
- Our Whistleblower policy and BT Compliance Helpline which employees can use to report particular concerns.

The statement has been translated into eleven languages – Chinese (simple and traditional), English, French, German, Hungarian, Italian, Portuguese, Japanese, Korean and Spanish. It is available on our intranet and is sent to all new employees. Copies are also available from our [BT Group website](#).

Key performance indicators

Indicator	Description	Measure	Target
Integrity	Business practice measure. How our Statement of Business Practice is implemented. Measured through a regular employee survey.	77%	We plan to make this indicator more broad-ranging to include all relevant policies including our new anti-corruption and bribery, and gifts and hospitality policies

BT targets

Start Date	End Date	Description	Update	Target Status
April 2010	March 2011	To maintain or improve our ethics performance measure at 4.10 (from 5).		New

Our Vision

Our vision is to be dedicated to helping our customers thrive in a changing world. The world we live in and the way we communicate are changing, and we believe in progress, growth and possibility. We want to help all our customers make their lives and businesses better with products and services that are tailored to their needs and easy to use.






This means getting ever closer to customers, understanding their lifestyles and their businesses, and establishing long-term relationships with them.

We're passionate about customers and are working to meet the needs they have today and innovating to meet the needs they will have tomorrow.

Our corporate identity defines the kind of company we are now and the one we need to be in the future.

Central to that identity is a commitment to create ways to help customers thrive in a changing world. To do this we must live our brand values:

Our Values

-  **Trustworthy:**
We do what we say we will
-  **Helpful:**
We work as one team
-  **Inspiring:**
We create new possibilities
-  **Straightforward:**
We make things clear
-  **Heart:**
We believe in what we do

We are committed to contributing positively to society and a sustainable future. This is part of the heart of BT.

Our code of ethics

Our Statement of Business Practice ([The Way We Work](#)) provides the principles to which all our employees are expected to comply and is championed by our senior executives throughout BT.

The senior executives have in addition a clear code of ethics and the group finance director, the director group financial control & treasury, direct reports to the group finance director and the lines of business finance directors will:

- act with honesty and integrity, including ethically handling actual or apparent conflicts of interest between their personal relationships or financial or commercial interests and their responsibilities to BT;
- promote full, fair, accurate, timely and understandable disclosure in all reports and documents that BT files with, or submits to, the U.S. Securities and Exchange Commission or otherwise makes public;
- comply with all laws, rules and regulations applicable to BT and to its relationship with its shareholders;
- report known or suspected violations of this code of ethics promptly to the chairman of the Audit Committee; and
- ensure that their actions comply not only with the letter but the spirit of this code of ethics and foster a culture in which BT operates in compliance with the law and BT's policies.

BT will take appropriate disciplinary action against any such officer who acts in contravention of these principles.

Monitoring our progress

Our ethical performance measure (EPM) is one of our CR Key Performance indicators – which we have reviewed this year

We have introduced 2 key questions to our regular employee survey and have included a measure of training.

- The first question is designed to assess how well our Statement of Business Practice (The Way We Work) is understood and complied with throughout our business.
- And for the second question we ask how well our senior managers behave with integrity
- The third element of our EPM is a measure of successful training courses with an ethical dimension.

Each of these 3 measures is given equal weighting to create our indicator.

Ethics Steering Committee

Our Ethics Steering Committee meets bi-monthly and is chaired by the Company Secretary. Our Operating Committee has nominated representatives from each of our lines of business, Group Human Resources, Group Security and Corporate Governance. Topics discussed in the year include;

- the UK Anti-bribery bill and our supporting anti-corruption and bribery policy and procedures,
- the deployment and enforcement of our gifts and hospitality policy,
- the development of our ethical performance measure
- whistleblower line issues and performance
- further development of ethics training,

The Ethics Steering committee monitors how we roll out our policies across the business and has

looked at our procedures in ensuring we comply with the new Bribery Bill (UK) and it has had a presentation from Internal Audit on our approach to mitigate risk in all areas.

Compliance systems

We operate a confidential telephone and email helpline which our people can use to get advice or to report suspected ethical breaches of our policies. The helpline is available 24 hours a day, seven days a week and meets the requirements of the US Sarbanes Oxley Act.

We act against anyone abusing our business principles. During the 2010 financial year, 154 employees or contractors were dismissed for unethical behaviour.

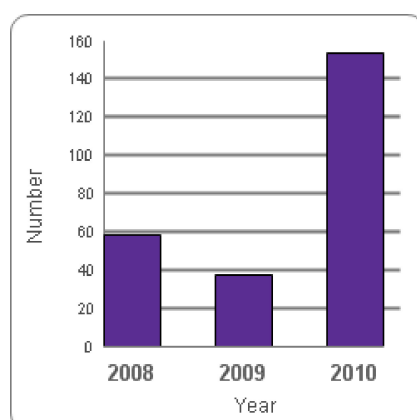
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Quantitative data



Dismissals for unethical practice (including resignations during disciplinary actions)

Public policy

We meet regularly with governments and regulators in the markets where we operate to discuss policy and legislation that affects our business.

We aim to be open and transparent about our public policy activities. This section explains our approach, including:

- Our lobbying standards
- Our processes to ensure consistent lobbying across the company
- Our public policy activity during the 2010 financial year
- Our membership of trade associations and CR organisations

Lobbying standards

The Company's continuing policy is that no company in the Group will make contributions, in

cash or kind (including Loans) to any political party. However, in the UK the definition of political donations used in the Companies Act 2006 (the Act), is very much broader than the sense in which these words are ordinarily used. It may cover activities such as making MPs and others in the political world aware of key industry issues and matters affecting the Company which make an important contribution to their understanding of BT. These activities have been carried out on an even handed basis, related broadly to the major parties' electoral strength.

During the 2010 financial year, the Company's wholly-owned subsidiary, British Telecommunications plc, spent just under £15,000 on activities covered by the Act.

Consistent lobbying

It is important that we take a consistent approach in all our public policy work. Our Communications Council meets regularly to discuss public policy issues and ensure consistency across the BT Group. It is made up of representatives from Group Communications, Group Regulatory and BT lines of business. Positions on key public policy issues are referred to our Operating Committee for sign off.

We are members of trade associations and industry bodies around the world (see below), who conduct public policy work on behalf of all their members. We work to ensure that lobbying conducted through trade associations reflects our values. We work with other members to set policies, and may attend lobbying meetings with governments and other key stakeholders. If a trade association adopts a policy position we do not agree with, we raise our concerns and disassociate ourselves from the position.

The BT Story summarises our public policy positions (subject to issues of commercial confidentiality). It is available [here](#) and updated regularly.

Public policy activity in 2010

In the UK, the main policy issues we lobbied on were:

- The Digital Britain report, which set out the Government's plans for Britain to sustain its position as a leading digital economy and society, and the Digital Economy Bill, which dealt with the parts of the report where legislation was needed to implement its proposals. We were generally supportive of the broad range of proposals but had some concerns relating to the powers of the regulator, to proposals on copyright and to proposals on spectrum. The Bill was passed into UK law as the Digital Economy Act on 8 April 2010. (see more on our activities to help with [community ICT skills](#))
- Security and privacy on the internet. We continue to offer protection to our customers and work with Government and industry bodies such as the UK Council for Child Internet Safety on a number of initiatives in this area.
- Climate change, including BT's role as a major energy user, and future [carbon reporting](#) arrangements.
- The role of business in society, in the context of BT's social responsibility programme.
- The skills agenda and the need for business and government to train people for the future, for example by extending our apprenticeship programme to include [retraining](#) our existing employees.

Our detailed responses to various policy consultations can be found [here](#) (note: links to wider BT Group site).

In the European Union, our priorities were:

- The adoption of the new eCommunications package, which will set the regulatory framework for the electronic communications market across the EU.
- Policies on broadband and next-generation access, and the frequency spectrum for mobile phones.
- New media services, content and consumer policy - important issues for BT and our customers.
- Open Markets and Trade. BT strongly believes in the enforcement of the European Internal Market and we take a strong stance against protectionism at EU level, as with other countries. We support a swift adoption of the World Trade Organization Doha Round as well as bilateral and regional free trade agreements negotiated by the EU with its main trading partners.
- Climate Change and Green ICT. We support policies to move the EU towards a low carbon economy and which enhance energy efficiency through the use of ICT.
- We are an active member of a number of EU industry trade bodies (see below).

In the US, our priorities were:

- Foreign Investment Rules. BT lobbies to ensure our ability to invest in the US market is not impaired by protectionist policies.
- Competing in the US market. It is increasingly difficult for BT to compete against the incumbent providers. BT lobbies the regulator, Congress and anti-trust bodies to ensure they understand the position of competitive carriers, like BT, in the market.
- Telecoms trade commitments. BT inputs comments into the United States Trade Representatives annual review of international telecommunications trade commitments. The report identifies countries that are not living up to their commitments.

In Asia, our priorities were:

- Influencing the early stages of privatisation and market creation in India, to ensure an open and competitive market.
- Seeking to make the Japanese market more open and promote the benefits of competition at a wider policy level.
- Aiming to ensure that opening up markets in Australia leads to competition at the service level, and that fibre roll out results in an end to monopoly.
- Encouraging openness and predictability at all times in Singapore and Hong Kong – the two most open markets in region – and seeking to ensure that the proposed fibre roll outs result in an end to monopoly in these countries.

Membership of trade associations and CR organisations

We are members of trade associations and industry bodies around the world. In the UK, examples include the [CBI](#), the [Internet Service Providers Association](#) (ISPA) and [Intellect](#).

In Europe we are members of, for example, the [European Competitive Telecommunications Association](#) (ECTA); the [European Services Forum](#) (ESF), the [EU Committee of the British Chamber of Commerce](#) in Belgium., the [European Internet Foundation](#) (EIF), the [Kangaroo Group](#), the [European Policy Centre](#) (EPC), [Centre for European Reform](#) (CER), and [Friends of Europe](#).

Examples of US organisations we are members of include the [United States Council for International Business](#) (USCIB); [Comptel](#); the British American Business Association (BABA), and the [NoChokePoints](#) Coalition. We are also members of the [European American Business Council](#) (EABC) and the Transatlantic Business Dialogue (TABD), which operate in both Washington and Brussels.

In Asia, we are members – often at board level – of various British Chambers of Commerce and EuroChams, and use our membership to pressure for open markets and our other priorities. We are also members of competitive operators associations.

We are a member of several organisations that seek to influence public policy on corporate responsibility and sustainable development. They include:

- [The World Economic Forum](#)
- [Employers Forum on Disability](#)
- [Business in the Community](#)
- [CSR Europe](#)
- [Forum for the Future](#)
- [Aldersgate Group](#)

We partner with others to exchange ideas and advance our sustainability goals. For example:

- We are signatories of the United Nations Global Compact, an international commitment to principles on bribery and corruption, human rights, labour and the environment.
- We contribute to multilateral dialogues for example, the Global e-Sustainability Initiative (GeSI), an ICT sector initiative promoting technology that fosters sustainable development.
- In 2009, we became partner of the European Commission's "Sustainable Energy Europe" campaign.

Human rights

We base all relevant BT policies and procedures on the principles of the Universal Declaration of Human Rights.

Our [Business Principles](#) include commitments to:

- Treat all individuals fairly and impartially, without prejudice, and never tolerate harassment in any form.
- Contribute to the wellbeing of the societies in which we operate through our business activities and the skills of our people.

We are also a signatory to the UN Global Compact, an initiative that asks businesses to commit to ten principles on corruption, environment, labour and human rights. This commits us to:

- Supporting the protection of human rights within our sphere of influence.
- Ensuring that we are not complicit in human rights abuses.

We report on our progress and performance against the Global Compact principles. Click on the Global Compact icon throughout this report for more information.

BT has the potential to affect human rights through:

- Our employment practices.
- Ensuring good working conditions in our supply chain.
- Maintaining standards wherever we operate.
- Helping to ensure the way our products and services are used does not endanger human rights (for example by upholding privacy and content standards).

This section describes our approach to human rights and provides links to information in other sections of our report.

Implementing human rights

Human rights is a broad subject that is relevant to BT in our dealings with employees, suppliers, communities and customers.

Employees

We respect the rights of our people to equal opportunities and freedom of association.

All our people have access to the Universal Declaration on Human Rights from our intranet. Our commitment to human rights is included in our statement of business practice – [The Way We Work](#).

See the [our people](#) section for more information on equal opportunities, employee relations and consultation.

Supply chain

We want working conditions in our supply chain to meet the standards of the [Universal Declaration of Human Rights](#) and the [International Labour Organisation \(ILO\) Conventions](#). We aim to ensure high standards in our supply chain through our Sourcing with Human Dignity initiative.

We are working to raise labour standards across the industry through the [Global e-Sustainability Initiative \(GeSI\)](#), an industry collaboration.

See the [supply chain](#) section for more information on our activities with our worldwide supply base.

Communities

Wherever we work in the world we need to identify potential human rights risks and put the right processes in place to ensure we maintain our standards wherever we operate. Our due diligence process conducted when we enter new contracts includes an assessment of employment rights

BT gives time, expertise and money to improve people's lives by enabling them to communicate better and to support the victims of disasters.

See our [community section](#) for more information

Customers and wider society

Freedom of expression

Access to ICT can help to promote freedom of expression and be a source of openness in otherwise closed societies. New technology also creates new challenges relating to free expression – for example misuse of the internet and protection of children. See more in our [internet security](#) section.

Privacy

Advances in ICT technology mean personal data is captured, stored and transferred more frequently than ever before. BT holds customers' personal and financial data. Our servers and networks are a conduit for information controlled by others. We manage data for many of our public and private sector customers. This makes privacy particularly relevant for us. We have robust standards on data protection but we need to keep these under continual review as new challenges emerge. See more in [Privacy and Data protection](#).

Economic impacts

BT makes a considerable contribution to the UK economy, as well as contributing to wealth in the other markets where we operate.

We have direct economic impacts through the jobs we provide and the products and services we buy and sell. In addition, the ICT industry supports economic growth by improving efficiency and productivity.

In this section we discuss:

- Our direct economic impacts from payments to employees, suppliers, investors and governments
- Our wider economic impacts, such as the effect on the UK economy of the jobs we provide
- The economic impact of our sector
- Our tax payments.

We discuss our direct economic impact on our customers through the pricing of our products and services [here](#).

Direct economic impacts

We make a direct economic contribution through our payments to employees, suppliers, investors and governments. These are the key financial figures for the 2010 financial year, find more details in the BT Group 2010 [Annual Report and Form 20-F](#).

BT revenue

BT revenue of £20,911million, distributed as follows:

Line of Business	
BT Retail	£7,924million

BT Wholesale	£3,223million
BT Global Services	£8,513 million
Openreach	£1,211 million
Other	£40 million

Revenue breakdown by geography

- UK £16,116million (77%)
- Europe (excluding UK) £3,250 million (15.5%)
- Americas £1,235 million (6%)
- Asia and Pacific £310 million (1.5%)

Employees

Total spend on employees:

Expenditure	
Wages and salaries	£4,217million
Social security costs	£412 million
Pension costs	£304 million
Share-based payments	£71 million
TOTAL	£5,004 million

Our economic impact is most significant in the UK, where most (82%) of our employees are based.

Suppliers

- Total spend with suppliers: £12.0 billion.
- Total capital expenditure: £2.533 billion.

Shareholders and creditors

- Total dividend paid in the year to shareholders: £263 million.
- Net debt decreased from £1,078 million to £9,283million.
- Net finance expense payable £1,158 million.

BT's wider economic impacts

BT contributed £22 billion, or 1.8%, of the UK's total GVA in the 2009 financial year (2009).

In November 2009, we published a social study in partnership with the research company DTZ, to demonstrate BT's contribution to the UK's national and regional economies through employment, output and Gross Value Added (GVA). GVA is the difference between the value of goods and services produced and the cost of raw materials and other inputs used up in production.

The study updates similar research carried out in 2006. It analyses the contribution BT makes to the UK economy as a whole, as well as to each of the nine English regions, Scotland, Wales and Northern Ireland. The 2009 report also provides key statistics at a sub-regional level within each area.

The study shows that BT contributed £22 billion, or 1.8%, of the UK's total GVA. This proportion varied from 3.0% of GVA in the South East of England to 0.8% in the East Midlands region, with Scotland, Wales, Northern Ireland and the remaining seven English regions each falling somewhere in between.

The report highlights that in England, Wales and Scotland in 2009:

- BT directly employed just over 86,300 people, and a further 5,700 contractors
- The total wage and salary bill of these employees was more than £3 billion
- BT spent a total £9.6 billion with suppliers based in the UK
- Including direct and knock-on effects, such as jobs created at BT's suppliers, we supported an estimated 360,000 full time equivalent jobs in the UK, with a total value of £45 billion
- BT committed more than £25 million to community, charity and voluntary programmes across the UK.

The full report is available to [download](#) in PDF format, along with individual versions for each region.

Base of the pyramid

The term base of the pyramid often refers to the four billion people in emerging markets who live on less than \$8 a day. Many companies are looking at ways to use commercial activities to meet development objectives in these markets.

Over the last two years BT has undertaken significant work looking at the potential opportunities where there is opportunity for us to help customers who are working at the base of the pyramid. This work was delayed in the 2009 financial year, but we have now concluded the work. A decision has been taken that we will not be developing work with customers at the base of the pyramid.

BT targets

Start Date	End Date	Description	Update	Target Status
April 2008	March 2009	Quantify the business and sustainability potential for BT in helping customers access the base of the pyramid through ICT	We have completed our analysis. A decision has been taken that we will not be developing work with customers at the base of the pyramid.	Completed

The ICT sector

Information and communications technology (ICT) can help businesses become more productive, boosting economies and enabling all sectors to achieve low-carbon economic growth.

High-speed broadband supports innovation

The OECD report [Network Developments in Support of Innovation and User Needs](#), published in November 2009, shows that high-speed broadband networks support innovation throughout the economy in much the same way electricity and transportation networks spurred innovation in the past.

It urges governments to invest in open-access high-speed national broadband networks that can serve as the future delivery mechanism for a huge range of new and innovative services such as smart electrical grids, tele-medicine, intelligent transportation networks, interactive learning and cloud computing.

Despite the large initial capital investment needed – typically US\$1,500–2,500 per household connected – the report shows that national broadband networks can pay for themselves within ten years through dramatic efficiency savings in electricity, healthcare, road transport and education.

SMART 2020

The use of ICT is also critical for low-carbon economic growth. In the 2009 financial year, we helped produce SMART 2020: Enabling the Low Carbon Economy in the Information Age, a report by independent organisations the Climate Group and the Global e-Sustainability Initiative

(GeSI). The report is a comprehensive global study of the ICT sector's growing importance in tackling climate change. The [Smart 2020 report](#) found that the use of ICT could reduce global emissions by as much as 15% by 2020, creating cost savings of about \$946.5 billion.

Tax

We operate in over 170 countries, but pay the majority of taxes in the UK as that is where the largest BT Group businesses operate. BT makes a significant contribution to the UK Exchequer, collecting and paying taxes of around £3 billion in a typical year. We also pay a small amount of tax in other countries where we operate.

Total tax contribution

In 2010, our total tax payments in the UK, excluding corporation tax refunds for earlier years, amounted to £2,418m. This comprises £1,262m of VAT, £896m of PAYE and National Insurance, £34m of UK corporation tax and £226m of UK business and UK network rates.

Elsewhere our corporation tax payments were;

Europe	£13.05m
North and South America	£11.29m
Asia and the Middle East	£17.14m
Africa	£0.28m
Total	£41.77m

Tax strategy

We are obliged to pay all taxes required by law. At the same time, tax rules allow us to minimise tax payments, and we have a responsibility to our shareholders to do so. The BT Board regularly reviews our tax strategy to ensure it remains appropriate for the business and relevant stakeholders.

We are committed to reporting our financial performance in line with leading practice and with the maximum transparency possible without compromising our competitiveness.

We maintain good relations with the tax authorities, we have a positive working relationship with Her Majesty's Revenue and Customs (HMRC) and are committed to prompt and transparent disclosure to them in all tax matters. We recognise that sometimes our interpretation of the law may differ from that of the authorities, and discuss any such differences of view with them to resolve matters as quickly as possible.

Our policy is to lobby government directly on tax matters likely to affect our business, and in particular to respond to consultation documents where the impact could be substantial. We also lobby the government indirectly through the Confederation of British Industries, various working groups and committees and leading professional advisors.

Tax accounting

It can take several years to agree the exact amount of tax we will pay with the authorities. However, we have substantially settled this for the years up to and including 2008, and are currently discussing 2009 with HMRC.

There is more information on our tax policy and strategy in the Business Review section of our [Annual Report and Form 20-F](#).

Marketing practices

We aim to communicate honestly with our customers and sell our products fairly.

In addition, our Sustainable Marketing Programme educates and inspires our marketers about the importance of building social and environmental considerations into our products and services. We established this in August 2007 as part of our commitment to embedding the principles of sustainability into business as usual. The intranet-based programme provides advice, training, and guidance on sustainability best practice. There is more detail [here](#).

This section explains our approach to advertising and pricing our products and services.

Pricing

We aim to make our prices clear so customers know what they will pay to use our services.

Consumers

Our tariff guide for residential customers is available on our [website](#). We try to ensure that customers don't pay more than they need to or buy unnecessary services.

Price can be a barrier to the benefits of ICT for some people. [PlusNet](#), a BT business, provides a low-cost broadband service in the UK. We also launched our best ever value packages of broadband, calls and our Vision TV service in 2010, following the removal of restrictions by the UK regulator. Our broadband comparison site enables consumers to compare BT's prices with those of our competitors. Read more about our efforts to make our products and services affordable for everyone [here](#).

Simplifying prices for some services is difficult. For example, the cost of calls to other networks, such as international calls or calls to mobiles, varies because each operator charges BT a different amount for different types of call. BT has campaigned for some time for lower mobile termination rates – the fees mobile network operators charge to connect calls from other networks. On 1 April 2010 the UK telecoms regulator, OFCOM, proposed that these rates drop from 4.3p per minute to 0.5p per minute over a period of four years. If this proposal comes into force after the consultation closes in June 2010, the rates will come down to 2.5p by the end of April 2011, 1.5p by the end of April 2012, 0.9p by the end of April 2013 and eventually 0.5p by the end of April 2014. This will reduce phone bills for all customers and allow us to include calls to mobile phones within our flat-rate call plans. See the [OFCOM website](#) for more details.

Large customers and wholesale services

We offer tailored services to our large customers worldwide to ensure we meet their needs in a competitive marketplace. The price of these services therefore varies.

We are the primary source of access and backhaul wholesale services in the UK. Pricing for these services are agreed with the UK regulator and published on www.openreach.co.uk and www.btwholesale.com.

Advertising and selling

We are one of the UK's largest advertisers. We have a public duty to uphold the highest standards of advertising, and a great deal to gain from adopting such standards. By promoting such a culture, we can avoid adverse publicity and risk of prosecution, as well as attracting more customers.

Our values in this area are set out in the [BT Statement of Business Practice](#) and our [sales and marketing practices](#).

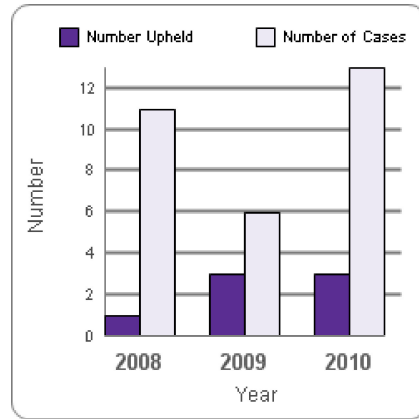
The BT Statement of Business Practice states that we will be truthful and accurate in all our communications with customers, and be helpful and honest in all our dealings with them.

Our sales and marketing practices describe the standards of behaviour we adhere to when marketing and selling our services to residential and small business customers. The code also describes some of our procedures for recruiting and training BT salespeople, including agents who act on our behalf.

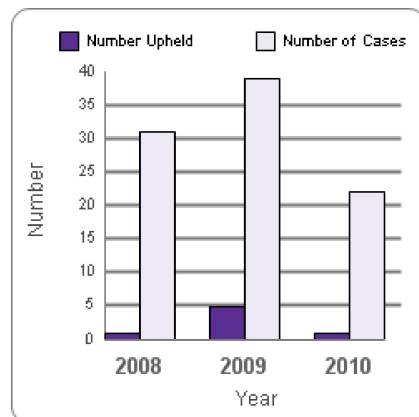
In the 2010 financial year, there were 22 complaints to the Advertising Standards Authority about BT and 1 of these were upheld. BT made 13 complaints to the ASA, of which 3 were upheld.

Sometimes, customers tell us they've been transferred to another phone company without their knowledge or consent. This is an unacceptable practice known as mis-selling or slamming. We train our people to make sure customers buy the right product and know exactly what they're getting. Customers who feel they have been mis-sold can find more information [here](#).

Quantitative data



Formal Complaints to ASA by BT



Formal Complaints to ASA against BT

Thanks for reading what we have to say – now we want to listen to you. E-mail us at yourviews@bt.com and tell us what you think of this review and sustainability at BT.

